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UTILIZING OUR WASTE POWER

A
PROGRESSIVE
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IS ALWAYS WILLING
TO LEARN

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UTILIZING OUR WASTE POWER

BY

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PART ONE

THE SCIENCE OF LIVING

A science which complies with Nature's laws, giving us the power to choose and obtain the things we most desire

PART TWO

THE SCIENCE OF SALESMANSHIP

A science, teaching the profession its dignity and responsibilities, describing the necessary traits of character required for a salesman, and showing how to attain them

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The Lord Baltimore Press
BALTIMORE, MD., U. S. A.

DA Oct 29, 1928
Hsc
ASP Nov 9 1928

DEDICATION

This book is helpfully dedicated
to the one who doesn't know,
the one who wants to know,
and
to the few
who "THINK" they know

INTRODUCTION

Dear Reader, if you are interested in your own welfare, I will guide you step by step toward higher planes. If you are an acknowledged and successful leader or the most humble wage-earner, I can increase your power by showing you how you are letting it go to waste.

We all waste some portion of our power. Few use more than sixty per cent, while most of us use less than thirty per cent. Only five per cent of the people are employers, the other ninety-five per cent are employed and supported by the five.

My aim in writing this book is to help you. My salesmen also are trying to help you. They have been taught that service rendered brings its own reward. You have everything to gain and nothing to lose by reading this volume. Don't lay it on the shelf. Read it at once, and I am sure you will re-read it many times, and with each reading receive new encouragement. It can be read in ten hours, but will add thousands of dollars to

your bank account if you apply the principles taught. It is worth trying.

In trying to help you I must strive constantly to accomplish greater achievements from day to day, lest, after sending out my words of encouragement, I become discouraged. The fight is not won by the attainment of our goal; this is only a stepping stone by which we may rise to higher planes, win greater victories and greater achievements.

I cannot give you more power. YOU HAVE IT. I can only show you how to use the power you now allow to go to waste. You can make your life a blessing to yourself and to others.

ARE YOU ON MY WIRE? Will you walk with me and talk with me in the cool of the evening, after the victories of our daily battles, in our garden of beautiful roses of a well-spent day? Will you enjoy the fruits that have grown from our labors, and inhale the fragrance of the flowers which we have strewn in the paths of our less fortunate fellows?

In the shade of the tree of lowly wisdom let us take counsel together and plan our

work for the morrow, realizing that tomorrow is a new day, full of wonderful possibilities. But it is not yet here. THEREFORE, let us enjoy the present, for yesterday has passed into eternity; its joys and pains have gone into history.

Let us not grieve over the past or worry over the future. Rather let us plan intelligently how we may fill the flying moments of the present, by doing everything in our power to possess and enjoy the many good things which GOD, in His infinite love, has created for our happiness.

If you'll lay your plans for tomorrow;
  If with Inspiration your minutes you'll
    fill;
You'll have no regrets or sorrow,
  When death comes your pulse to still.

PART ONE

THE SCIENCE OF LIVING

CHAPTER 1

A MESSAGE OF HOPE AND ENCOURAGEMENT

You Are a King A Ruler of Self
Be Victorious

Dream On, Dream On, Thou Dream'st True,
If in Thy Dreams Choice Blessings Come to You.
Your Slightest Wish in These Pages I Grant,
If You'll Say "I Can" Instead of "I Can't."
You Are as Great as You Choose to be, or
You May be so Frail a Breeze Will Sway;
You May be a Slave, or You May be Free,
By Taking or Neglecting Your Chances Today.

Why does one man own a block of houses while another is ejected from his hovel in an alley for non-payment of rent? When these

men were born, GOD did not say to one, "George, you are to become a millionaire," and then to the other, "Walter, you are to remain poor."

Each had an equal chance; each had the privilege of choosing his own career. If one fights hard to obtain a good education while the other trifles, if one fits himself to hold the higher positions in life while the other can only drive a cart, THE PRAISE OR THE BLAME RESTS WITH THE INDIVIDUAL.

JUST A MOMENT FOR REFLECTION

When GOD created the world and all there is in it, Precious Stones, Gold, Metals, and all things useful or ornamental, HE created man and gave him power to have dominion over all that was in the world. HE gave no one more power or privilege than another. The industrious one, the one who uses common sense, the one who is industrious with his brain as well as his hands, the one who, besides working, thinks out means by which he can do something that will help him to reach the goal he has set for himself, the one

who continually dwells on the thought that he can and by the concentration of his mind develops new ideas, is the one who will be more successful than he who dismisses the subject as an impossibility.

There are millions of persons waiting for a message of hope, for the realization of their dreams, for happiness and comfort. It is your inheritance by divine right, if you know how to claim it.

THEREFORE, I am sending this message. Every page will unfold to you a mystery, a practical way of doing things. Make the start and develop the power that lies within you. When you read this book you will wonder at the simple rules of growth; they are nature's laws; the oldest laws in the universe.

I have succeeded by laying claim to the right of my divine inheritance.

By the law created, called nature,
Before the mountain or hill,
That man shall choose his future,
BY THE POWER OF HIS WILL.

I find that all the little obstacles in life cannot hinder when I say "I WILL"; neither does GOD in His INFINITE love compel me to do anything when I say "I CAN'T."

Dear Reader, ARE YOU LABORING UNDER DISADVANTAGES? Are you discouraged? Read my message of hope, my promise of victory and achievement. You will find sufficient encouragement to start. I know whereof I speak when I say you CAN if you WILL. I have risen from direst poverty to affluence by applying such thoughts as these. I used to follow, where now I lead.

If you have not reached your life's desires up to the present, you have nothing to lose and all to gain. By following my suggestions, I can make you happy, contented, a leader and a blessing to mankind.

I wish you success. May this book be to you as a refreshing pool of clear water in the parched, sandy desert of LIFE.

YOU CAN IF YOU SAY YOU CAN

The secret of advancement is simple. It means just a constant striving for greater

development along all lines—yourself, your work, your duty to your fellow-men. Whatever you do from this moment, try to do it a little better than you have ever done it before. THIS IS THE DAY OF YOUR EARTHLY SALVATION.

YOU HAVE BEEN BORN AGAIN IN THE WORLD OF ACHIEVEMENT. Try to excel. Just a little more patience, a little more careful planning. Think while you work or study. Have faith in yourself, and, like the Count of Monte Cristo, you may shout, "THE WORLD IS MINE."

RESOLVE TO ACT, IF OTHERS WIN, YOU CAN.

WHEN MY SHIP COMES IN

You've been looking for your ship;
  You promised when it came,
Great things you would accomplish,
  That would bring you into fame.

BEHOLD! Your ship has come at last!
  Fulfill your boast of what you'd do;
Look to the future, bury the past;
  Opportunity has come to you.

You promised you would, " WHEN MY SHIP
COMES IN."
Take charge! You're the captain. SAIL
THE SEA.
Make good your promise, " WHEN MY SHIP
COMES IN,"
And be what you promised to be.

These pages you'll find are the compass and
Chart,
Let this book be your guide, if you'd win;
Treasures await you in every mart;
Make good your promise, " WHEN MY
SHIP COMES IN."

CHAPTER 2

UNFOLDING THE MYSTERY

DON'T ENVY THE RICH. They are dependent on others to help them. This applies to both the secretary in the office and the colored help in the house. It will take the negro a half hour to start a fire in the furnace, and the owner, without help, can do the same work in fifteen minutes. The hired man tries to take things as easy as possible, while the rich owner must conserve time to get through the many things depending on him to be accomplished.

If the hired man would try to do as much as possible, if he would take the same interest in keeping up the work as the owner does, he would have more spare time to improve his mind by reading, the time would pass more quickly, he would be much better thought of, and never would be out of employment.

The trouble is, there are too many wage earners just putting in their time in order

to draw their salary, RATHER THAN TAKING A HEARTFELT INTEREST IN ACCOMPLISHING RESULTS THAT WILL ADVANCE THEIR STANDING AS WELL AS THEIR SALARIES. In the above illustration the hired man has more power than the owner, but HE DOES NOT UTILIZE HIS POWER.

If you are working in a shop, office or store, and will only try to do things yourself instead of asking the foreman or the boss, you will soon advance yourself. The man who cannot only do the work, BUT FIND THE WORK NEEDED TO BE DONE, is the man who advances.

Fall in love with your work. If you are working against the grain, I advise you to find a job with which you can fall in love. LET YOUR JOB BE YOUR BRIDE. SOME DAY YOU WILL GET MARRIED TO IT. And then, and not until then, will you find contentment and happiness in this world of strife, turmoil and hardship.

THE MAN WHO LOVES HIS CHOSEN PROFESSION, WHO PUTS HIMSELF AND HIS PERSONALITY INTO IT, IS HAPPY, RESPECTED AND SUCCESSFUL; FOR HIM THERE IS NO STRIFE, TURMOIL AND HARDSHIP.

The one REQUIRING THE LEAST SUPERVISION IS THE MOST VALUABLE EMPLOYÉ. If you are a stenographer and the boss must read every letter you write to correct mistakes, or at least see that there are no mistakes, then you are expensive help, regardless of how small your salary may be. LEARN HOW TO BOSS YOURSELF. LOOK OVER YOUR OWN WORK. SEE THAT IT IS RIGHT. USE YOUR BEST JUDGMENT.

DON'T KILL TIME OR FOOL AROUND DURING BUSINESS HOURS. The boss does not pay you for that. It will not increase your salary or your standing with the firm. You are getting paid for your best efforts. BE HONEST AND DELIVER THE GOODS.

Using the power which we possess makes us leaders, better workmen, better business men and citizens. How to find and develop our power for our individual benefit as well as for those with whom we come in contact, is known by few, and is given very little consideration by the majority.

Don't be a jelly fish with a quivering mass of generalities. If you want to get back into the ocean, don't wait for the tide to

wash you in. HAVE ENOUGH BACKBONE TO Go. Your courage will inspire and encourage others. That is what makes some men leaders.

Many people have a wishbone in place of a backbone, and wait for something to turn up instead of getting on the job and turning it up themselves. Only about one man in every thousand has cultivated sufficient determination and energy to do things that will produce results. The balance of this thousand could do the same thing if they were willing to pay the price.

Don't try to see how little you can do. Do all you can. Take a keen interest in every detail of your work; study it from every angle, try to improve. Never waste time in self pity. There are thousands who would gladly change places with you. If you are not what you would like to be, just work harder right where you are, at just what you are doing. Keep thinking of improvement; study up new ideas; get original thoughts. They may not amount to anything, but if you keep on, EVENTUALLY you will hit the right thing.

At least while you are trying, you are developing your mind, your thinking power, your money-making power. We are all apprentices, trying to learn how to be successful. Be patient, and keep on keeping on. Don't get discouraged. As long as you are improving just a little each day, you are bound to win. No one can help you. Neither can any one hinder you. You may serve a term in prison, and while you are a boarder of the commonwealth you can fit yourself to do great things when you resign your position as a prisoner.

The core of the whole thing is SERVICE. Try to render the best service you can. Don't be satisfied. Strive to improve on your best. When you become as perfect as you think you can be, then you are just starting to have some sense and are in a position to learn something, then is your time to study harder.

Be a Leader. If you are working with others, strive to be at the head. Make yourself a master, regardless of what your position may be. Make up your mind you are going to be a leader. Let the others follow.

This means hard work, determined effort, constantly keeping after yourself and carefully outlining new plans of doing more work in less time. ARE YOU WILLING TO PAY THE PRICE OF SUCCESS?

FAITH HOPE AND CHARITY

FAITH in your own ability to become what you want to be.

HOPE for what the future holds in store for you.

CHARITY to the little obstacles placed in your way.

CHAPTER 3

WHERE TO START

Many people have paid dearly the price of a harsh answer. Many positions have been lost. Fathers have disinherited the children they dearly loved, husbands and wives live in disturbance, sometimes snapping, snarling, swearing and fighting with each other, and still loving tenderly and truly, but daily are cultivating their temper until they ask relief in the divorce courts.

Many people think it is unmanly and unwomanly to unbend, to rule gently and with kindness. When some misunderstanding arises, if they would sit down and do a little courting, then add a smile and a kiss, striving to please each other because they desire to show their love as in the days before marriage, they would reveal true manhood and true womanhood, true nobility, a real GENTLEMAN. Just imagine a man calling himself a gentleman, who quarrels with his wife over every little trifle.

The little circle of gold so sacred before marriage ofttimes becomes the iron manacle of slavery after marriage.

If your wife is late dressing for the theatre party to which you were looking forward with pleasure, does it do any good to scold? When a button comes off your shirt, don't grumble or fuss; you forget to attend to things yourself sometimes.

Are you one of the men who expects a good hand when you are enjoying a game of cards, and when playing in a streak of bad luck do you make everyone feel uncomfortable by your constant complaints? Does your wife make a mistake at times and play the wrong card? Possibly she is not an expert player; show her the same courtesy you would show someone else's wife; don't get excited and carry on like a prehistoric cave dweller, you are only playing for pastime; if you don't lose your temper you are a winner; make the evening a pleasant one.

Remember those near and dear to you also are looking for pleasure; your wife has the same right that you have. This nonsense some husbands or wives get off when they

say, I won't stand for this, or I won't stand for that, is all wrong. Everyone has the right to do as he pleases; losing your temper, or trying to browbeat those you love and should respect, will not gain the desired results.

You would do much for anyone when approached in the right way; try kindness and love for one month. If you happen to marry a girl who can't cook, all the scolding on earth will not give her the desired knowledge; calling her a jackass will not help, for she will not believe you. Buy her a good cook book; do not command her to read it, ask her in a kindly way; tell her you desire to help her. Keep falling in love with your wife anew every day, your courting days will never end and should not if you only count the many good points your wife has, and try to help her improve in the small things in which she does not measure up to your standard of perfection.

Are you so great and she so small,
Does she know nothing, and you know all,
Is it great big me, and little you?
Will these junk ideas carry you through?

When you come home bring joy with you. Let all members of your household be glad you've come. If you have determined to overlook the shortcomings of others, you may look for happiness, but you can't scold because your wife forgets to turn off the gas in the stove, or accuse her of wilful waste because she pares the potatoes too thick.

Are you perfect in all things? Do you want to be happy? Make others happy; losing your temper gains you nothing. Therefore:

If you'd be happy in this life,
Don't keep fussing with your wife,
Expecting her to grant your wish.
She won't do it, you poor old fish.

Therefore, your temper do not lose,
Your request she will refuse.
It does you no good to regret
After you fuss, fume and fret;
For it's done, blame yourself, it's done.

The earth wasn't made for you alone;
There are others living in this zone.
They have feelings just like you;
Treat them decently, and they will you.

Therefore, your temper do not lose,
Your requests they will refuse,
When you fume, fuss and fret,
It brings you nothing but regret.
You can't take it back, it's done.
You can't recall your words, they've gone.

If you wish to be happy every day,
Then sow seeds of kindness along the way,
Bringing happiness to the ones you meet;
Then in like manner, you they will treat.

If you're looking for trouble, it's easily found;
In every corner it is lying around.
You may find it in play, or whatever you do;
For you, if you want it, for you!

The cave dwellers used force to gain their ends. When the prehistoric savage wanted anything he fell on his weaker brother and took it, but in this enlightened age, things should be done in a different manner. We have found that like begets like, love begets love, hate begets hate. Make others happy if you wish to be happy; deal leniently with others, help them. If you must quarrel

don't select some one who is unable to defend himself, some one dependent on you for support.

Has it ever happened that you were out of humor or in a temper, that you would for some trivial offense give one of your children an unnecessary punishment? If you were in your right mood it probably would not have happened.

Is it manly, is it womanly, to vent your ill temper on a defenseless, helpless child? Whipping should not be resorted to until every other method has been exhausted. Don't hit and scold over every trifle.

Kindness and kind words will melt a child to tears as well as the rod. Try kindness and kind words. Just because we have the strength, or happen to be out of humor is no reason why we should chastise our children for every trivial offense. Frequently when the child will not mind there is something wrong. A change of association frequently will help.

I have known instances where parents had no idea of how a child should be trained. In such cases I would suggest that advice

be obtained from some college or association which makes a specialty of child training. The officers of the Juvenile Court often would be glad to help and advise parents. Force should not be used except as a last resort. At times some children must be punished, but should never be punished in the heat of passion. If you are angry, just tell the child you will punish it after a while, and then do it only when you can go about the job coolly, just as you would trim a hat, or button your shoes.

Punish your child, and while administering the punishment, don't scream and create a disturbance. This kind of correction harms the child, makes it revengeful. Children will do more for love than through fear. Teach them patiently and kindly the right way from the wrong way. The soldier who fights for his country because he loves it is a better soldier than the one who is forced to fight through fear of being shot as a slacker.

Losing your temper brings poor results. This is especially true in dealing with your employés. Do not expect your help to be as

intelligent as you are—if they were they would not be in your employ, but would be your partners or in business for themselves; be patient, you can get more out of your help with kind and encouraging words, or a little pleasantry, than you can by being sharp and snappy.

Coercion and anger do not tend to make your help more loyal to your best interests. It cannot bring the desired results. If kindness makes no improvement, dismiss them, but do it kindly, let them know you are human and have the right spirit; they will remain your friends, which is the most valuable asset any business man can have.

It will require some effort on your part to do this, it will take time; do not become discouraged if you find it difficult. Remember, it took thousands of years for us to reach our present stage of civilization, and when we display our temper it only means that we are not quite as civilized as we might be. Let us try to be more civilized.

If you are an employé, I know it is hard to have someone dog you around, always finding fault; some bosses are so hard to

please. If you learn the high art of mastering yourself, you will not have a boss very long. The first thing to master is the grouchy disposition we all sometimes have. Next learn to smile when a frown would seem to be the right thing. No boss can scold or find fault with an employé who has cultivated a sweet, smiling disposition.

Remember your boss is in power; how do you treat those who are in your power? Just do a little thinking. How about your wife and children? Are you as lenient with them and their shortcomings as you want your boss to be with you, or do you speak sharply to them and dog or try to dog them around? Then you must remember the boss has his troubles good and plenty. You get your wages when due, but the boss frequently must borrow money to pay off with. He must see that the work comes in, that it is properly done, and then frequently waits a long time for his money, and sometimes losing it altogether. Have a little sympathy for the boss, try to help him solve his problems and he will be proud of you and be your best friend.

Children, do you love your parents? Do you love your brothers and sisters? Does everyone love you? You judge how much they love you by what they do for you, and your love for your parents can be judged by how much you would do for them. When you are asked to get up in the morning do you have to be called several times? Or when you are requested to study your lesson or do anything else do you try to obey as promptly as you expect your mother to have your meals ready?

Are you happy? Do you feel better when you disobey and your parents find it necessary to punish you? Would it not be much nicer and make you much happier if you would just do everything you were asked to do because you loved your parents, and took this way of showing them how much you loved them. It is nicer to do what we are asked to do at once and not have to be told over and over. Do you want happiness and love?

Then try to help as much as you can. We can all do something for poor tired mother. If you can't make beds or sweep, you can at

least be obedient. Do it for the love you have for mother and father, and don't boss your little brother or sister around. They like to be happy, too; leave their things alone. You like to have your own things to be all yours, and so do they. We cannot be happy unless we make others happy.

It might be proper to look on our different traits of character as idol worship. In the search for success they may well be compared to the forsaking of obedience to the power that could grant our petition; we bow down to the Idols whom we know have no power to grant our wish.

The next in importance to temper is the Idol of Indifference. It starts in childhood days—indifference of children studying their lessons, or obedience to parents and teacher; trying to get through along the lines of the least resistance; trying to consume the time with the least effort. About the age of sixteen such children obtain employment where they can make the most money, always striving to do as little as possible. Their Idol worship at the shrine of indifference grows as they grow. When they

reach manhood or womanhood they are looking for a job. The only things that interest them are what are the hours and what is the pay. The question of how useful they could be, or what are the chances of advancement are secondary.

And still this class of people will sometimes forsake their habit of indifference and take a real interest in life and become wonderful men and women. In the hope that these thoughts may encourage someone and that the reader may awaken and reclaim his inheritance, and take advantage of his opportunities, I send forth this message, take heed, it is not too late.

Selfishness is the Idol of Self, a creation of our imagination, not an inborn instinct. GOD made us generous, our real nature is self sacrifice. We can see the proof of it in time of great danger. We will risk our lives to save the life of a drowning fellow-human. Here the man acts before he thinks; the GOD-given trait of generosity asserts itself before the human mind can think.

The things we think we want in this life are not in reality the real desires of the

heart. To illustrate, what do you want, Wealth? Fame? Fine Clothes? Jewels? Ease and Comfort? If I were to say that you want none of these, you have no use for them for yourself, it would seem absurd at the first glance. Still, this is a fact. Suppose I were in a position to give to you all the wealth in the entire universe, make you an absolute owner of the earth, and all there is in it and on it. Would it make you happy to have all the money, clothes, automobiles, jewels and nothing to do? Would you enjoy it? And having the power to give you all in this world, I also had the power to withdraw every human being from the world, and you alone would enjoy everything, I can just imagine how you would enjoy going into a bank and filling your pockets with money; then go to a store and dress in the finest clothes; then to a jewelry store and select the finest watch, and bedeck yourself with diamonds—how long would you be content?

Dear Reader, I am sure that is not what you want. If you have no one to admire your greatness, it is not worth while being

great; if you have no one to share your joys, they have lost all interest for you. What you really want is to achieve and have your fellow-man rejoice with you in your achievement.

Then if we are so dependent for our happiness on our fellow-man, why this constant striving for earthly possessions? Why try to make ourselves appear great at the expense of someone else? Why try to make ourselves appear virtuous by condemning the faults of others? Would it not be better to try and help our fellow-man to reach the heights that we claim to be our aim, rather than talk about him behind his back to our associates? Avoid gossiping about someone who has gone from the straight path. You are not doing it to help him go straight, you are doing it to make others think you would be too good to do such a thing.

I regret to say that this form of selfishness is present in our homes, our churches, and our business. Avoid talking about the shortcomings of others. Try to lift up your brother and friend to the heights you claim to be traveling. This is true generosity, the

only true God-fearing trait we have. Think it over, if I am wrong don't tell the other fellow, tell me; show me the facts, I am open to conviction.

I have found that the selfish man is the poor man; he tries to hoard but is not a success. "Give and it shall be given unto you." Whatever you want, give it out first. You want love? Then first love, that true-hearted love that will do anything under the sun to show your sincere love. If you want respect, respect others. Everyone has some good points, respect them; do not try to pick out the trifling short-comings of your friends and associates; pick out and look for the best in everyone and respect them; be an optimist, have faith in yourself and your fellow-man, then people will have faith in you. The one who is constantly talking about the dishonesty of humanity will bear watching. Anyone can bury selfishness in its many and varied forms if he determines to do so. It is a bad Idol to worship. Consider the other fellow first. If you are in doubt as to the right course, put yourself in his place, and act accordingly. I am sure

you would play fair, because it pays big dividends, not only in real cash, but in that greater return, being satisfied with yourself.

And now one more, the false god Stubbornness, bullheadedness. Many divorce cases have been the result of this Idol, many feuds and very serious misunderstandings could have been avoided. If one had reached out his hand and smiled, the other would have followed gladly, but when neither will make the first advance, it goes on and grows more serious as the time passes.

Are you looking for success? Can it be gained by being bullheaded? Many people think it would make them appear small or beneath their dignity to be the first to start peace negotiations. This is not true; it takes a great man to make this step, and when he does, he makes a friend, and friends are necessary to success.

I have barely touched on the subject of injuring our most cherished hopes by worshipping at the Shrine of the False Gods, but you can count hundreds of Idols you or someone else is serving. Does it pay? Does it help you to reach your goal? If you wish

to attain the precious pleasure of feeling that you are blessed, then strive to be a blessing to mankind; don't travel alone to your goal of success, it is lonesome. That is the reason I am writing this article, I want to take some one else along. I like companionship. Are you on my wire?

There's a blessing for the one who wrote
this book,
And many blessings to the reader for the
time he took
To ponder well the truths herein
And fully determine he's going to win.

CHAPTER 4

WHAT SUCCESS IS AND HOW TO ATTAIN IT

IF YOUR SUCCESS LINE IS FAINT
AS THIS ————————
YOU MAY IF YOU CHOOSE INCREASE
IT TO THIS [redacted]
the moment you decide to do so.

INDECISION keeps you on your knees at the mourners' bench. RISE UP IN YOUR MIGHT AND SHOUT "I WILL!" THEN THE GLORY OF THE HEAVENS WILL OPEN TO YOU.

True wealth is not in possessing millions. The one who has high ideals, courage and ambition, is far richer than the young man who inherits millions. THE POSSESSION OF MONEY IS NOT SUCCESS.

The accumulation of vast possessions does not in itself constitute success. But the successful man never is in want or out of employment and always commands the highest salary. He is more independent and

is looked up to as one to be trusted and respected. The line between success and failure frequently is exasperatingly fine. A SINGLE THOUGHT WILL HELP YOU TO CROSS THE LINE.

Booker T. Washington crossed the line from failure to success by taking pains in sweeping a room clean. He had walked across two states to be admitted to a college. He asked permission to work his way through; the sweeping of a room was the test. Had he done this first task in a slipshod way, he never would have built a two million dollar institution at Tuskegee, Alabama. A little more effort, a little more desire to please, will help you to cross the line. No one has a corner on success.

We are living in a GRAND AND GLORIOUS FREE COUNTRY, where ability and a willingness to render efficient service are the only marks of greatness. Americans would fly the STARS and STRIPES at half mast for a Negro, if he was a benefactor of mankind, regardless of who he was, where he came from, or how he got here, HE IS HAILED AS A TRUE NOBLEMAN.

Do more thinking and less complaining; you have some fault which keeps you from crossing the line to success. LOCATE IT! Look in YOUR MIRROR. You will see the cause. Then LOOK WITHIN YOURSELF, SEARCH HONESTLY for the cause; don't offer excuses. AN EXCUSE is a THROUGH TICKET to FAILURE LAND, on the fast express of I DON'T CARE.

NEVER MIND THE OTHER FELLOW; we are willing to grant he is not what he could be. THE PLACE TO START AND THE THING TO DO IS TO GET YOURSELF RIGHT. When I started on the job with myself I found I had taken on such a big contract that I never expect to finish it. Then again, it keeps me so busy I have little time to look for faults in others.

I know they are there, that is why I am writing this book. I am trying to help you in the same way that some one else has helped me. It is a real privilege to help others, furthermore, IT IS A DUTY, and of great benefit to us in reaching our goal of success. Because, as we give out these success thoughts, we naturally try to live up to the standards we set for the other fellow; it is a case of helping each other; it also

shortens the journey to the land of success, which is my goal.

Will you help me if I help you?
Will you strive to win; will you open your heart?
It's a great big job to carry through;
IT CAN BE DONE IF WE EACH DO OUR PART.

Only a few people can lay claim to having been helpful to others. Many have been honest enough to keep out of jail; more have been really honest. Millions go to church but few live a life which illuminates the lives of others. Very few say a word of encouragement to those who are struggling on the rocks of life's ocean; most of us are too busy trying to save ourselves, or are rushing to some illusive goal, hoping because we are not bad ourselves that we can by our goodness, enter into the Kingdom of Heaven.

It, however, takes DEEDS to go to HEAVEN; without good deeds, it cannot be done, Heaven must be earned, and so must Hell.

A pilgrim once knocked at Heaven's gate—
He had heard the entrance was free;
I've never been bad, but always straight,
The Angels in Heaven shall sing for me.

As he stood waiting, the gates opened wide.
There stood St. Peter with the book of life;
He opened its pages, it was written inside,
This pilgrim never did wrong, never had strife.

He searched the book through, trying to find
Something this pilgrim in life had done,
Some cause uplifted, or deed that was kind,
But in all of its pages, there was not one.

Then spoke St. Peter, in sorrowful mood,
"You can not enter, heaven is not for you;
You have never done bad, but you've never done good,
Possibly in hell, you may pass through."

So this pilgrim knocked at the gates of hell,
The devil met him with a smile;
"Return to earth, and this story tell,
Mortals must do deeds, good or bad, worth while.

"You're not good enough for heaven, too good for hell,
Your life, like the desert, of action was dearth;

Therefore you can't in the spirit world dwell,
Do something, good or bad; return to earth."

Hark! a knock in the coffin, quick, unscrew the lid;
The mourners were startled, and held by the spell;
Then the pilgrim related what the devil had said,
"You're not good enough for heaven, too good for hell."

So I have determined my steps to retrace,
Some goal to reach, I'll reclaim my past;
My spirit must have some resting place,
It shall be with the Angels in Heaven at last.

CHAPTER 5

THE POWER OF THOUGHT

Solomon says: " For as he thinketh in his heart, so is he." Many volumes have been published on this subject. Of the one I have read I give to my readers the conclusions I have reached. We can accomplish almost anything when we think we can. The submarine, airplane, electric light and every other invention was made by someone WHO THOUGHT HE COULD, and when the first model was a success some more thinking was done—HOW IT COULD BE IMPROVED ON. We all think either helpful or harmful thoughts; GOOD THOUGHTS ELEVATE YOU AND BUILD BRAIN TISSUES WHICH LEAD TO SUCCESS; evil thoughts degrade and drag you down. Thinking builds character. Good thoughts lift up while evil thoughts send forth a demon like a fire-brand, destroying the minds of those with whom they mingle. Thoughts are the coin, decision is the merchandise. Every trait of your char-

acter has been bought by one of these thought coins. IF YOU GO TO THE PRESIDENT'S CHAIR OR TO JAIL, you will have paid the price in thought coins. THIS IS ALSO THE ENTRANCE FEE TO HEAVEN OR HELL. THINK IT OVER, what are you buying, what have you been buying, what are you going to buy. YOU ARE WEALTHY IN THOUGHT COINS, don't waste them. Spend them wisely and you may buy a blessing.

If you want to get rid of a bad habit, QUIT THINKING ABOUT IT. FORGET IT. The man who can control his thoughts is greater than he who can bridle his tongue. Mean people were not born mean, THEY BECAME SO BY THOUGHT. If you have the blues or are despondent, you are entertaining your worst enemy; get it off your mind, excuse yourself to the unwelcome " THOUGHT GUEST." Visit a friend; talk about something pleasant. THERE CAN BE NO HAPPINESS IN THE WORLD FOR YOU IF IT IS NOT IN YOUR MIND. Think happiness, think success; though it may seem as impossible as the submarine was before it was invented, nevertheless it is a fact if you think it is.

The past has gone into Eternity, FORGET IT! BUT REMEMBER, the future with its wonderful possibilities is yours. LIVE FOR IT. Nourish your mind by reading books which build power. IF YOU THINK YOU HAVE NO TIME TO READ, change your mind and think you have one hour or more every day. Some people think they have no time to eat; they swallow their food hurriedly, they gain a month's time during their life in this way, and die ten years sooner. WHERE IS THE SAVING?

Therefore, nourish your mind with good thought food, just as you nourish your body with food that builds bone and muscle. There was a most wonderful woman who entered her final rest a short time ago who prevented more disease by the power of her wonderful mind than thousands of doctors ever cured. JUST BECAUSE SHE THOUGHT SHE COULD. You may say, "I am weak." If you are, GET STRONG. You are as strong as a frail woman. Mrs. Mary Baker Eddy not only believed she had the power to think away pain and sickness, but taught the

science of healthful thinking to thousands of others.

I am not a Christian Scientist, and do not advocate any kind of religion in this book, but it is a fact that many people think themselves sick. I know a woman who has some ailment almost all the time; she is sickly, she harbors sickly thoughts. She told me she feels better as soon as she sees her doctor come in the door; she HAS SUCH GREAT FAITH IN HIM. Most people have heard of toothache being cured by the fear of the dentist chair. I knew a man who could not turn over in bed without assistance, yet he ran down a flight of stairs when the house caught fire.

This is not religion or poppycock; it is not Christian Science; IT IS COMMON SENSE. Train your mind to obey your wishes.

CHAPTER 6

KEEPING FIT

If you want the best returns for your efforts, try to keep your body healthy by natural means as much as possible; decide to be well and keep well. Cheerfulness is essential to good health; stop worrying and brooding about things; the things you worry over most never happen. Keep a cheerful mind. I know it is hard when we see no way of supplying our daily needs, or when bills must be met. Use a little common sense.

IF YOU NEED MONEY DON'T THROW OBSTACLES IN YOUR WAY OF GETTING IT. You can get it sooner by being light-hearted and cheerful. Most people carry their cheerfulness in a medicine dropper, and their worry in a couple of grain sacks. A smiling, good-natured man is a real asset to any firm. Eat plain food. Don't over-eat. A light breakfast, without any meat; a glass of milk and rye bread for lunch; a good supper at about six, eating anything sub-

stantial. Then some exercise before retiring.

Keep away from pastry, anything cooked in fat or grease; fried meats are hard to digest. Eat boiled or roasted meats, and as little as possible. Hot bread should be avoided. If you like it, eat hard rolls heated, or toast. I have had only one cold in six years. If you wish to avoid colds, don't wrap yourself up. Your face and hands are the same kind of flesh as your neck and body. When you swathe yourself in warm wraps to keep from catching cold, you are softening your body and weakening it, making it like a hothouse plant which can stand no cold or air. Mothers swathe their children in wraps and bundle them to prevent colds. They, however, are only building weak bodies and encouraging sickness.

I am sixty years of age, take a cold bath every morning, frequently in a cold bath room. Early in the morning in extremely cold weather, I get up and go out with nothing on but my bathrobe. I live in the suburbs and have no neighbors near. When I

get out, I take off my robe and take my exercise in the crisp morning air, or in the snow, rain or sleet. Sometimes the thermometer is near zero. Exposure does not give you a cold, but sleeping in a warm room or with closed windows will injure the health of anyone.

You should feel like jumping over the house when you get up after six hours' sleep. Never sleep over seven or eight hours, and never lie abed late on Sunday morning. Get up early and cultivate your mind. One hour every day—from five to six, or six to seven—spent in reading, in twenty years will make a difference of many thousands of dollars in your bank account. You can't make money by sleeping late. It makes one lazy; avoid this bad habit.

Next, read health literature. Take long deep breathing exercises every morning in the fresh air. If you are living in stuffy down-town quarters, take an early morning run to the park or wherever there are trees. There drink nature's remedy—God's fresh air. Make up your mind you are well, and you will feel better.

Becoming prosperous is simple when we get the right angle on the rules of accumulation. First, you must grow, develop, set a goal for yourself. Twelve years ago I set mine at ten thousand dollars. I have had to set a new goal several times since.

If You Have Taken the Wrong Road, Come Back, decide to make your air castles a reality.

I am showing you the way,
If you'll only say,
"By the Help of God I Will."
You've missed your way, I don't know why;
Come back; You're good for another try.

Can the Wage Earner Become Wealthy?

The reason why the wage earners are not becoming more prosperous is because they are trying to increase their wages without increasing their output. When the wage earner receives larger wages without rendering greater service it increases the cost of production. Wage earners are not getting

the better of capital by striking for higher wages or shorter hours, because the greater the cost of production, the higher must be the price of the product.

Capital sets the price, creates the fashions, builds theaters, and in every way paves the way through trade channels to compel the wage earners to return their earnings to

capital. Roger W. Babson illustrates the matter very nicely with two tanks. One tank is fifty feet wide, while the other is only three feet wide. The wide tank represents capital, while the small tank represents the wage earner. At the bottom these two tanks are connected with a pipe representing the trade channels. I illustrate in the above diagram of the two tanks. Regardless of how much water (the water

resembling money) you pump into the three foot tank, it will flow through the pipe at the bottom (representing the trade channel) into the larger or the capitalist's tank. Each will be level owing to the fact that one tank cannot be filled with water two feet and the other six feet, as it will flow through the trade channels and find its level. The only way the wage earner CAN RETAIN MORE OF THE WORLD'S WEALTH IS TO ENLARGE HIS TANK.

If the education we have received in school makes us more capable and efficient, why do we discontinue our studies? There are many other things we can learn besides reading, writing and arithmetic. The children receive no business training in school, even the college graduate has no developed business ideas.

Our working day has been shortened to eight hours in place of ten. What use are we making of these extra two hours? If we would use one of these hours every day in helpful reading, this would develop our reasoning power, our power of thinking constructively and thereby increase our earning

power. DEVELOPING OUR EFFICIENCY WILL INCREASE OUR EARNING POWER without adding to the cost of production.

When we receive a wage increase by going on a strike, we are not benefited permanently as we are only pumping water out of the big tank into the smaller tank and through the trade channel it will flow back into the large tank. To illustrate: When the coal miners go on a strike and receive fifty cents more a ton for mining coal, it temporarily puts more water into the small tank, but when the operator charges one dollar more a ton for the coal, the increase flows back into the tank of the capitalist; then when the retail coal dealer charges one dollar more at his end per ton, more water flows back into the capitalist's tank again. IN THE END THE WAGE EARNER PAYS IT BACK; while it also affects the rich man, he only needs to advance the price of the commodity he sells. If he is operating a moving picture parlor, he just advances the admission, BUT IF THE WAGE EARNER INCREASES HIS PAY BY RENDERING MORE EFFICIENT SERVICE, HE IS WIDENING HIS TANK SO IT

WILL RETAIN MORE OF THE WEALTH HE IS HELPING TO EARN. Try to increase your output; if you increase your wages without increasing your production you are only making the article you produce cost more to everyone and the poor man is the greatest sufferer.

I am speaking to you from experience. I have risen from direst poverty to affluence and wealth. I never went to school a day in my life and started to study my A B C after I was twenty-four years of age, having been left an orphan at the age of six and grew up in the underworld of New York as a newsboy and a bootblack; surely you with the education you now possess can rise. In order to help you reach the higher planes I have written a course in salesmanship; by studying the second part of this book you may become a star salesman, and even if you do not wish to give up your present position to enter the field of salesmanship, you may earn from five to ten dollars a day after working hours by selling something which would be of great benefit to your fellow man. PEACE, POWER AND PLENTY ARE YOURS IF

YOU WILL ONLY GRASP YOUR OPPORTUNITIES.

S-E-R-V-I-C-E! TO SERVE CHEERFULLY, WILLINGLY, JOYFULLY. You are grown up; your parents cannot compel you to do anything. GOD will not make you do either good or evil. The choice has been given you. If you work because you have to, and work against the grain, then you are a slave, you are driven by the lash of compulsion. Your accomplishments and achievements give you no joy; the only thing you see is pay-day.

If you have this spirit, if you feel the yoke galling, YOU ARE A FAILURE, A POOR MAN, POOR IN POCKET AS WELL AS IN HEART AND SPIRIT. YOU HAVE BROUGHT YOURSELF DOWN TO THE LEVEL OF THE WORK HORSE, who works because he has to. The horse takes no joy out of his work, he is only thinking of when he is going to eat. PAY IS A SECONDARY MATTER, IT TAKES CARE OF ITSELF. Sheldon puts it very nicely. He says, " Pay is the effect, work is the cause; if you want more pay increase the cause of your being paid, render greater service. If you want heat you built a fire. The fire is

the cause, heat is the effect, if you want more heat, you increase the cause and put more wood on the fire."

Service is the cause, pay is the effect; increase your output, render greater service; the effect or increased pay is the natural result and takes care of itself.

THEREFORE, if you want more pay, learn to love your work; if you are doing something you cannot like, or if you are working against the grain, stop it, do something you like, then you will become a master and a success. Take courage, you can if you will; you have a new view of things now, change your WORK to LOVING SERVICE.

MAN IS KING OVER MIND, BODY AND CIRCUMSTANCES

Man does what he wishes, when he makes up his mind,
When he is determined, some way he'll surely find
To solve his every problem, if he sincerely strives
To study the LAWS of NATURE controlling our lives.

We are created as kings, with unlimited
power of choice,
Let us claim our birth-right in strenuous
tone of voice.
All the Demons in Hell, No! not even the
Devil himself
Can deprive us of this power, unless we do
it ourself.

But neither will God Almighty, with His
hosts of Angels in Heaven,
Compel us to use our birth-right; to us this
power is given
By a law that was created before the moun-
tain or hill,
That man shall choose his future, BY THE
POWER OF HIS WILL.

Which would you select, my friend, had you
the power to choose,
WEALTH? FAME? A PALACE, or a hovel and
a keg of booze?
If you wish to be successful and have every-
thing go nice,
Nature will grant you every wish, IF YOU
ONLY PAY THE PRICE.

JESUS HAD TO PAY THE PRICE by his suffer-
ing on the cross;
Your employer had to do the same, or he
wouldn't be the boss.
If You'll study up the law of Nature's com-
pensation,
You'll find that you must rule yourself be-
fore you rule a Nation.

So set your goal today, my friend; the law
that governs luck
Is controlled by him who says "I WILL"
and backs it up with PLUCK.
No power can hinder you reaching YOUR
GOAL, BE IT HIGH OR LOW;
In all your past experiences, I know you've
found it so.

PART TWO

THE SCIENCE OF SALESMANSHIP

PREFACE

When I was a child I longed to be grown up in order to be my own master. I wanted things I imagined I could get if I were a man. When I arrived at the threshold of manhood, I found millions of others craving things; each trying to get something, and like the child, often found, when the desire was gratified, there was always something else necessary for contentment. In most instances they discovered that the object obtained was really not what they desired; something else was more necessary to bring happiness. I found happiness and contentment was an illusive goal, because, like the child, we do not know what we want, or how to obtain it.

Finally tired, discouraged, weary and heartsick, I sought rest by the roadside on the seat of lowly wisdom prepared by loving hands of those who had discovered the way to happiness.

Here I watched "THE WORLD'S GREATEST WAR." When will it end? Oh, GOD! will

this battle ever end? On the road of life I saw the struggling masses risk their lives for what they sought, and when obtained, realized they had no use for it, and would then fight for something else just as useless.

One man wanted a wife; there were thousands of women he might have had, but only one in the great throng would make him happy.

I watched the ecstacy of this man, after he had torn the woman of his desires from the arms of her erstwhile husband. Oh! the happiness of both; but only for a fleeting moment. HE DISCOVERED SHE WAS NOT WHAT HE WANTED; then the battle waged again. His great desire now was to deny her the love and support he had promised; his eyes had been opened. He discovered another he would rather have. He won the battle a second time and got the woman of his second choice. I thought now he will be happy. ALAS, ALAS! his misery and unhappiness was pitiable, he found he did not want a wife after all.

My heart went out to him in pity. I reached out and tried to pull him from the

battlefield of LIFE; but he had found out he wanted FAME. Again he fought, he was valiant and courageous, but his past actions denied him FAME, and at last he fell wounded on the field of carnage, in the blood of his victims; in a moment he was crushed by the throng; I tried to reach him, but it was too late.

Then I thought of myself. I realized I was happy and contented, away from Life's battlefield. I found the things which I thought would make me happy, were the ones that caused great sorrow. Again I thought of the kindness of those who were building rest houses by the road side of Life's Battlefield. At first glance, it seemed a thankless task, so few availed themselves of the opportunity to enter these TEMPLES OF BLESSEDNESS AND ACHIEVEMENT through the humble gateway of "SERVICE." There was a goodly number who were being benefited. I found I could add to my happiness by building a rest house and ministering to the wounded.

THEREFORE, I have fashioned this (BOOK) REST HOUSE, where those tired of Life's

battles may enter and rest, while they gather new strength and courage; where they heretofore, have fought blindly, they may now see how to attain their hearts' desire without strife or contention, by becoming the MASTER SERVANT.

THE AUTHOR.

THE SCIENCE OF SALESMANSHIP

Being able to talk well is an asset to a salesman but not an essential necessity. If you can handle the line of goods you are selling as well as you can handle an argument about the reputation of your parents, you will make good. Study your goods until you know them as well as you know your parents' reputation; you will be a world beater for the business you will bring in. Study and re-study your goods, YOU MUST KNOW EVERY POINT FOR AND AGAINST THEM.

THE SALESMAN IS THE HUB, THE CENTER OF SUPPORT AROUND WHICH THE WHEEL OF BUSINESS REVOLVES. You need never apologize because you sell things. As a profession it is dignified and should be held as sacred as the ministry. The salesman is ministering to the dire need of humanity. The MAJESTY of salesmanship as a profession is understood by very few.

It is the salesman who keeps the factories going. The inventor can invent; the manu-

facturer can make the goods, but the mill hands soon would be out of work, the sky would not be blackened by the smoke from the chimneys, if the salesman did not move the goods to the wholesaler. Then again the salesman sells to the retailer, and the salesman again sells to the consumer. IT'S THE SALESMAN WHO KEEPS THE MONEY IN CIRCULATION. If all the salesmen would go on strike, the whole world would have a holiday until they went to work again. And just to think, some people hesitate to enter such a profession.

He who sells things is an Angel of Mercy, a King among men, an Ambassador to the people; he keeps the fires of the factories burning; he is the employer of all labor; he is the one who has caused the need of the typewriting machine and keeps the stenographer busy. You can invent the most wonderful machine on earth, the most useful device for saving time and money, but it is no good until HIS ROYAL HIGHNESS THE SALESMAN HAS MADE SOME ONE BELIEVE HE NEEDED IT. It would not pay anyone to publish a book if there were no salesmen to sell

it and show how it would benefit you or give you pleasure.

Become a salesman if you want to make money and build a business. Start at once; within the next hour you can sell a book like the one you are reading, sell anything that you know is genuinely good—a chair like the one you THINK IS JUST THE MOST COMFORTABLE YOU EVER SAW; the silk stockings which LOOK SO WELL AND DRESSY ON YOU; anything that calls for your enthusiasm is good to start with, new lines and bigger opportunities will present themselves.

Be industrious. It is what you do after your day's work that builds your fortune; utilize your spare moments. Have some book with you always; read as you ride to and from your work. Determine to drive yourself. Devise some means of earning money after the day's work is finished. If you are a conductor on a street car you are tired after your day's work, you do not feel like doing anything. You will sit down or stand on the street corner and talk for an hour; it would not make you any more tired if you talked about fish than if you talked

about the moon. Why not tell your friends about some good book you read that helped you to think, that entered your life as a blessing. Then take their order for it and make a profit.

AND TO YOU, MY DEAR LADY, QUEEN OF YOUR HOME, while you are talking to a friend talk about something that will help her and at the same time put money in your pocket; it is more interesting than talking about fish or the moon, and certainly more profitable. If you want to be a saleswoman or salesman and don't know how to start, write to the author. A JOB IS WAITING FOR YOU.

It may be just a little encouragement to the beginner to be reminded that timidity will not make sales. Don't be afraid to make your first approach, as the one you are going to talk to knows absolutely nothing about your proposition. If you don't lose your nerve and you get your audience, you can make the first sale just as easily as you can one a year from now. Whether you know all about your proposition or not the prospect has not the least idea; the fact that

you are offering the goods for sale will cause him to think you know.

It is similar to an experience of Senator Sorghum. A newly elected senator, in speaking of religious training, deplored the fact that Senator Sorghum had not the advantages of early Christian influences. The Senator denied this, when the newly elected Senator offered to bet ten dollars his contemporary could not repeat THE LORD'S PRAYER. The bet was made, and Senator Sorghum commenced:

> Now I lay me down to sleep,
> I pray the Lord my soul to keep;
> If I should die before I wake,
> I pray the Lord my soul to take.

"By jinks, you win," said the new Senator, "I did not think you could say it."

So you may just bet your ten spot that the other fellow does not know if you are right or not. Just go ahead; what you don't know you will learn by experience.

Just a word of caution: DON'T SKIP HOUSES OR OFFICES IF YOU ARE CANVASSING.

The ones you miss are the buyers. It is very much like finding a diamond in a pile of coal. If you should lose the set out of your ring and it fell into a pile of coal, you would hardly look for the diamond. You would remove one lump of coal after the other until you got to the bottom, then look for the diamond. Every piece of coal you threw away would bring you closer to the diamond; you know it is in the pile. Just a little patience, then you will finally reach it.

Therefore, every prospect you interview brings you closer to the buyer. You have to see a certain number before you reach the buyer. In the majority of cases the salesman knows better than the prospect if the particular goods he is selling will be a benefit to him. If the salesman honestly believes he is bettering the condition of his prospect, it is his duty to use every effort to make the sale. It is not a matter of profit or commissions, it is a missionary work; a sacred duty to try to be of some help to humanity. If the salesman goes at selling in this spirit, he must be successful, and will make many friends.

Be enthusiastic about the article you are selling. If you cannot be enthusiastic, stop selling this and get an article you can be enthusiastic over. Remember, you cannot create any greater enthusiasm in your customer than you have yourself.

When you enter the presence of a prospective purchaser, do not say to yourself, "I don't think he will buy." The thought communicates itself to your prospect. Feel sure he will buy; be absolutely certain your goods will benefit him. Think it as well as say it; believe it as well as think it. Your success depends on it.

Don't waste time going a long distance to start; it is just as easy to sell in the two hundred block as in the ninety-nine hundred block. What you want to do is work. Save time running around looking for a good place to start; you are missing sales and losing time.

Keep a list of your customers; call on them once in a while as you pass; make friends of them as well as customers; they are a wonderful asset. Be careful never to sell one of these dear friends anything that

will not give them greater faith in you and whatever you offer them.

Reading alone will not graduate a salesman, you must have experience in the field. This and other books can tell you how, but the actual battlefield is what makes the soldier more courageous.

THEREFORE, after reading this book you will find greater encouragement with the first week on the front. It will reveal new truths to you six months from now when you find obstacles rising mountain high; it will keep you from being discouraged and becoming a quitter. (A writer of a sales manual may well say, " Come to me, all ye who are tired and weary, I will give you new courage, I will restore confidence in you and your line.") And then, after talking to " the book " for an hour or so, you smile and go at it again. I have books which I read and re-read many times.

In selling, avoid saying you are selling these goods because you have a lame aunt to support, or a sick father, or in any way placing yourself on the list as a beggar who offers an excuse for selling you something

you don't want in order to get your money. If I were a blind beggar selling lead pencils I would have a sign reading, " BLIND, BUT ABSOLUTELY INDEPENDENT. IN BUSINESS SELLING THE BEST LEAD PENCIL THAT YOU CAN BUY FOR FIFTY CENTS A DOZEN; THEY ARE GUARANTEED GOOD. I ASK NO CHARITY."

In place of a few people taking one pencil, many would follow my selling SUGGESTION and buy a dozen. They would admire my originality. I would be well-dressed; have a glass diamond in my scarf until I could afford a genuine one. It is nauseating to see anyone using the begging method to sell something that really benefits humanity.

BE A BENEFACTOR OF MANKIND IN WHATEVER YOU SELL AND YOU WILL BE INDEPENDENT, EVEN IF YOU HAPPEN TO BE A BLIND BEGGAR IN THE STREET.

To be a successful salesman requires no more effort than it takes to be a success at anything else, I do not mean just working at it because you have to do something—I mean MAKING A SUCCESS. This requires constant, thoughtful consideration, planning and

studying. Many books give helpful information to the student in salesmanship; don't try to save five dollars by not buying necessary books, and lose thousands of dollars through lack of knowledge.

SALESMANSHIP IS AN ART which may be acquired by the application of common sense and study. The simplest rule I can give which will lead the beginner to rapid success is always to practise THE GOLDEN RULE. If in doubt about any point apply the GOLDEN RULE.

" All things whatsoever ye would that men should do unto you, do ye even so unto them; for this is THE LAW and the prophets."

This rule is the standard measurement of service. If every one treated you as justly and rightly as they would have you treat them, you would be happy. It is not a law or one of many laws, it is THE LAW, and the ONLY ONE TO ASSURE SUCCESS. If this law was adopted by every one, there would be no need for policemen, prisons, locks or keys. The employer would get a full day's work, the employé would get the best wages that could be paid; there would be no misrepresentation, falsehood or deception; we would have absolute confidence in each other. Why not adopt this as your standard and watch the PROFITS COME TO YOU.

Apply this law to every act of your life. If you are selling a book ask yourself, WOULD I BUY THIS BOOK? If you would, then sell it; you are applying the GOLDEN RULE. Write out your selling talk, then ask yourself if it would appeal to you if someone else was trying to sell the same article to you? Is the line of selling talk inspiring, is it such as will create a desire in you to buy? If it is, use it. If you would like to have other salesmen be polite and pleasant to you, be so with your prospects. If you cannot see the advantage to you and your welfare in what an agent is trying to sell you, it would not make you feel very pleasant to have the agent get short, snappy and pert, or belittle your intelligence. Apply the GOLDEN RULE if you are a salesman. As an illustration of how this works in actual loss or gain I will tell you of an incident which I experienced today.

I went to a large department store to buy a suit of clothing for my boy. The saleswoman was not posted; she had to ask the manager of the boys' clothing department if he had any larger suits in the fifteen dollar grade; she did not know. (Had this saleswoman studied her stock when not engaged with customers, instead of killing time standing around or talking with others, she would have known what she had in stock, the relative values and qualities. If she owned the store I am sure she would like to have her sales people take an interest in the business, and between times study the particular stock they were selling, and devise means of showing the goods to the best advantage. She probably never thought of applying the GOLDEN RULE to her daily life. Not applying thoughts like these causes us to be failures or only partly successful; applying them causes us to advance from day to day and become successful).

The manager of this department said he had the desired size only in the seventeen dollar and fifty cent grade. When the saleswoman showed me one of these suits, a short

piece of thread which formerly held a button on the coat was a very prominent feature. I thought that in a suit at this price, more care should have been taken in sewing on the buttons, that if the whole suit was made as carelessly as the buttons were sewed on, there would be little satisfaction to me in its purchase.

I remarked, " I cannot see any such value in this suit; the buttons already are coming off." The department manager heard me. He pulled one trouser leg inside out and said, " YOU DON'T SEE ANY SUCH VALUE IN THIS? I Do."

The trouser leg he exhibited was very roughly finished, and did not convince me that the quality was there. His tone and attitude seemed to say, " you are no judge of clothing." He did not try to explain why the suit was good or serviceable.

His next remark was, " You cannot beat that price in the City." The statement was vague; he did not say why; I did not know if the cloth in this suit was shoddy, cotton or wool. I walked away and in a moment he followed me with a different pattern of

trousers and said; " Would you like this better." I did not look at them, I was not interested. The thought crossed my mind that the service was poor, the saleswoman knew nothing of values, the manager's tone and attitude did not appeal to me. He made no attempt to tell me why the buttons were coming off, or the reason why I could not beat that price in the city.

I had occasion to go to a department on the third floor to have a refund ticket signed by another manager, to whom I related the incident. He explained the button episode by saying, " We have five hundred dollar coats on which the buttons are only tacked on with a single thread. They are not even lined up straight, because we generally shift the buttons to suit the size of the person."

This seemed a reasonable explanation. Had the manager downstairs tried to acquaint me with this information, or made any attempt to explain the quality of the cloth or the reason why the higher priced suits were worth the difference, I probably would have bought the suit.

After leaving the store I went to one where I usually bought my boy's clothing. The salesman there said, " Mr. Sayman, you want something good; here is a suit at nineteen dollars which has the quality, style and price one hundred per cent right, a very pretty pattern for a boy."

The suit looked splendid, the pattern was pretty, the salesman told me the tailoring was right, the cloth all wool and would give excellent wear. He was interested in seeing that I had something which would look and wear well. He took the trouble to explain. He knew what he had in stock. He was posted, polite and tried to render service. He was a GOLDEN RULE SALESMAN.

This illustrates one of the many lost sales of a large department store of which the owners never hear. They spend thousands of dollars a month in advertising to bring in prospective customers, and lose many sales by not having some system of educating the sales force in the idea of rendering GOLDEN RULE SERVICE. I know it is a difficult problem for department store owners, for many of the sales force work only to

draw their salary, instead of working to increase their efficiency as well. The only solution I ever found was spending a certain amount of money to educate the sales force in properly handling a customer who has come into the store in response to EXPENSIVE PAGE ADVERTISING.

CULTIVATE A PLEASING PERSONALITY; IT IS THE SALESMAN'S GREATEST ASSET. There are many traits of character entering the make-up of PERSONALITY. I am going to ask my readers to study carefully the different temperaments and accomplishments gained by the development of their personality. Remember, we are working by THE GOLDEN RULE, it applies to business more than to your spiritual life.

The first quality ABSOLUTELY NECESSARY for the salesman to cultivate is INITIATIVE. I say C U L T I V A T E it. You may not have it, but you can get it. Get busy and think. If you are very bright or not you can improve. START NOW, think more; it is a pleasant and profitable pastime. Initiative directs the salesman when he has no other guide; it is genius, it is creative power.

To illustrate: A wholesale plumbing concern heard of a new hotel being opened. They had no one available that they thought was salesman enough to handle such a big proposition. All the best men were out on the road. In desperation, a young man just starting to sell in the show room was sent to ask the dealer in that town to wait before placing his order until a salesman from this firm could call on him.

The young man did not stop to pack up, but took the price list and catalog and caught the next train to X. When he arrived he was disappointed to find a salesman from a competing factory actually writing down an order for bath-room fixtures. He knew the line made by this other firm was cheap. The price naturally would be an incentive, but the quality was poor. He could not be announced until the proprietor was disengaged.

His heart sank as he heard the dealer order seventy-five bath tubs of one type. He knew he had arrived too late. INITIATIVE! what a wonderful trait in anyone to

have, to cultivate! This boy certainly was cultivating his.

He noticed one of his company's bath tubs on the plumber's sample floor. He knew the quality. A workman had just come from a job with his bag of tools, which he placed on the floor near our salesman, and had gone out again. This new salesman was not what anyone would call a real salesman, but he had INITIATIVE IN A BIG SIZE BUMP. He opened the tool bag and started throwing wrenches, hammers, chisels and all kinds of tools into his own firm's bath tub.

The noise was terrific. The dealer, seeing what was going on through the glass partition, jumped up and ran into the store. Holding the young man by the collar, he asked, "ARE YOU CRAZY?" "No," the young man replied, "I just want to save your reputation as a business man; I want to show you the quality of the goods my firm manufactures. The bath tub is not injured; examine it. Our goods stand hard wear. The Palace Hotel will probably take the goods you are ordering, but you will ruin your reputation which has taken you years

to establish. LET HIM DO TO HIS BATH TUBS WHAT I HAVE DONE TO OURS, and see how much enamel remains."

The competing salesman allowed that bath tubs were only made to take a bath in, not to throw tools at; he would not stand for such a fool stunt. But the proprietor considered quality and gave his order to the firm which had the best quality. INITIATIVE made this young man a star salesman.

CONFIDENCE is one more asset in a salesman. The one who has confidence in himself has much of the battle won. Beginners, as a usual thing, have not much confidence in their ability, therefore, it is IMPERATIVE for success that they have absolute confidence in the article they sell. If the salesman has confidence in his goods, it almost takes the place of having confidence in himself. THERE MUST BE CONFIDENCE OR THERE CAN BE NO SUCCESS.

If you ever wish to become a star salesman, cultivate the following qualities. Trifle with them and you become a hot-air artist.

TRUTHFULNESS: Never lie about your goods; rather lose a sale. You will win in

the end. Customers like to buy from a salesman who tells them truthfully what the goods are. The man who would lie in business is a fool; he is throwing money into the street; he can never build a business.

HONESTY: Be honest with your firm. Give them what they think you are giving them when you are out of their sight—a FULL DAY'S HONEST ENDEAVOR. Give the best there is in you. You may think they are not paying you enough, but dishonest methods and tricks of the profession, padded expense accounts, wasting time, or not keeping yourself in top-notch condition, never will increase your salary or make anyone else wish to employ you.

LOYALTY: Be loyal to the firm, your customer and yourself. DEFEND YOUR FIRM AS YOU WOULD DEFEND YOURSELF. PERMIT NO ONE TO SLANDER IT IN YOUR PRESENCE. If you work for a man and he pays you and treats you right, stick to him; he is your friend. Be Loyal.

COURTESY: Be a gentleman; be a lady. Conduct yourself in a manner that would indicate you are well-bred. Don't flatter,

fawn, or curry favors. Be dignified, gentle and courteous.

CONGENIALITY: Be good company, a good mixer. Be well-read. Don't try to put on airs. Don't get fresh. Keep in the background when visiting; if you are wanted you will be pulled to the front; when not wanted, you will be sat on.

ENTHUSIASM is inspiration; it is ecstacy of the mind; it is a noble and very necessary trait of character in selling.

RELIABILITY: Can your customer, your employer or anyone with whom you come in contact or have dealings with rely absolutely on you? Do you know the value of a promise? This trait is a real asset in business.

ABILITY: Being able to accomplish results; the one who says "I CAN," and does what is expected of him.

ENERGY: Abounding in health; powerful in your work; keeping fit.

OPTIMISM: Believing that everything which befalls you is for the best. If your tire blows out, don't cuss; be glad you own an automobile. Look on the bright side of

everything. If it pours down torrents of rain, it is just a different kind of good weather. Just wish for it, then you will have your wish. You can't improve it. SMILE.

CHEERFULNESS: Being full of joy; good-natured under the most trying conditions. Be happy.

RESOURCEFULNESS: Quick action in cases of emergency. When in a tight place think quickly, but don't offer excuses or lie.

ENDURANCE: Being able to endure hardship, strain, fatigue, One who has endurance must be in good health.

PROGRESSIVENESS: Making headway; in for anything that modernizes old customs; up-to-dateness.

NEATNESS: Never wear a frayed collar, faded tie, patched shirt. Don't look as if you were hard up. Look prosperous, substantial. Keep your clothes brushed, teeth clean. Command respect if you want to be a salesman.

MANNERS: Best buy a book on etiquette. Don't laugh loudly or boisterously. Don't be too familiar; don't be backward. If invited to dine, make yourself at home. Don't

eat with your knife; never put your knife in your mouth; and under no circumstances use the fork you eat with to help yourself from any dish on the table, for you have had it in your mouth. It is disgusting. I have known nice families to do this not knowing better. When a boy, I licked the syrup off a pitcher after taking syrup, BUT I HAVE NEVER DONE IT SINCE.

All the foregoing qualities seldom are found in any one man, because he gives too little consideration to his growth and progress. I sincerely hope my readers will strive to improve along all the lines mentioned. It is better to learn from a book, provided you do not know it already, than to be made a laughing stock or have someone tell you.

Every one of these traits of character goes with the other, to build the one great trait which makes us stand out, sought after and liked. Few people realize the necessity of having a pleasing personality.

PERSONALITY

You have met people who impressed you the moment you met them as being unusu-

ally intelligent; there was a distinct something about them that created confidence in what they had to say; they seemed to be one hundred per cent posted. As you listened to what such a man had to say you were carried away with his ideas, everyone of which was sensible, intelligently expressed and convincing. They seemed to be good common sense ideas; facts and figures were shown that clinched every point made.

There was something about this man which told your subconscious mind that he knew what he was talking about. He seemed to be well informed; his whole attitude bespoke the man who had made himself the master, he never guessed at anything; he knew and conveyed his ideas and the good points of his proposition intelligently. He could show how you would be benefited and what advantages you would derive. He was impressive but pleasing; he seemed to be a man of such high calibre that you could not imagine him offering anything that was not as high grade as himself; he had a personality and an individuality that impressed you favorably; he established a feeling of

confidence for the firm he represented; he knew what he had to do, and he always did it.

No two men are alike; no two men impress anyone in just the same way; everyone has his own individual personality. Now, the thing for you to do, my dear reader, is to FIND YOUR PERSONALITY AND GIVE IT EXPRESSION.

I once knew a salesman. He was clean cut, a hard worker and very studious. He bought book after book; took a course in salesmanship, and knew his selling talk backward and forward, and still did not produce the results that some of the other boys did. HE WAS ALMOST A SUCCESS BUT JUST COULD NOT SEEM TO CROSS THE LINE. Of course he blamed his line. He thought it was "HICK." If he only had some other line of goods he knew he could be a wonder.

I also knew a preacher, a Godly man, a great believer in prayer. He not only knew the Bible, but believed every word of it. He could preach a very intelligent sermon, but he was a decided failure. He made the

smallest kind of a salary. He could not sell religion. To him it was "HICK."

It was not his line, boys, it was his personality. We all know he had a good line. What was the matter with him? My personal opinion of him was THAT HE WAS TOO SERIOUS. There was a something about him that made you feel uncomfortable. He had the goods—I had to concede this point—but I was always glad when his sermon was over.

And then I know another preacher, also a Godly man, a man one just loved to meet. HE SEEMED SO HUMAN, and still so good. He preached a sermon that would hold you spellbound from the first to the last. He was popular; the children liked him. His church always was well filled and growing. Whenever you met him on the street you felt glad, and when you wanted any advice he was the man to see. He just seemed to know the right thing to say every time.

Each of these had the same line to sell. WE ALL KNOW THE GOODS WERE RIGHT. What was it? I just call it PERSONALITY.

A pleasing personality cannot be built up in one who is cultivating a grouchy, grumbling, complaining, fault-finding disposition. Get rid of your negative qualities. Be a real man. Let nothing stand between you and a pleasing personality.

CULTIVATE YOUR POSITIVE QUALITIES. You have them. Find, nourish and use them, and you will be surprised at the results. Your friends will notice a change in you; they will wonder what has come into your life. There will be a new light in your eye; your step will be more elastic; you will walk more erect; you will be proud of yourself and your achievements; you will increase your bank account. You will feel the victor's thrill because you have developed your personality.

HAVE FAITH IN YOURSELF AND THE GOODS YOU SELL, AS WELL AS IN THE FIRM WHICH SUPPORTS YOU AND WHOM YOU MUST SUPPORT TO YOUR VERY UTMOST.

If your firm lies about the goods it sells, it will lie to you; if it cheats the public, it will cheat you. WORK FOR A FIRM THAT HAS A PRINCIPLE, AND HAVE ONE YOURSELF, AND

LET THE HIGHEST PRINCIPLE OF SQUARE DEALING DEVELOP A DISTINCT PERSONALITY IN YOU. This is what makes one man stand out in the limelight. It is the keynote of success. You have it within you if you will only develop it.

If you are a salesman or a business man, cultivate that service-rendering power which we all have, which will build your business on a firm foundation. You cannot serve your patrons by using deception. They may not be posted, but you are supposed to be. Whatever you are selling, choose the best of its kind; then you will have something of distinct value to base your selling talk on.

If you are an employé you are selling your services. It is for you to see that it is the very best that your employer can buy. Try to increase the quality, the quantity and the method of service. By bettering the quality of your service you can demand a larger price, on the same principle of the manufacturer who puts more quality into his product and therefore can demand a better price as well as create a greater demand for his goods.

DON'T SELL ANY OLD THING OR ANY KIND OF SLIP-SHOD SERVICE JUST BECAUSE YOU CAN MAKE A BIG PROFIT, or because it is sold easily, and leave a trail of disappointed victims behind. SELL SOMETHING THAT BUILDS YOUR REPUTATION. Then you will not be compelled to be looking for new fields or new propositions.

SALESMANSHIP AS A PROFESSION

Someone said, "Salesmen are born, not made." While it is true that salesmen are born, I could not imagine any other way of them landing on this good old sphere of ours except by birth. Anyone may become a salesman who chooses to pay the price of careful study. Carpenters, ministers and pirates are born also, but their chosen calling was adopted.

THERE IS NO PROFESSION ON EARTH SO HIGHLY REMUNERATIVE AS SALESMANSHIP

A salesman has work twelve months in every year, if he wants to work. It is the highest salaried profession, but requires the cultivation of character and close applica-

tion. There are some people who show a natural aptitude for selling; there also are children born who have a natural aptitude for tools, and can use them with the dexterity of a mechanic. Still we don't say, "Mechanics are born, not made."

WE ARE ALL SALESMEN AND SALESWOMEN, regardless of what we do, whether we sell consciously or unconsciously. THOU HOUSEWIFE! KNOWEST NOT THAT THOU ART SELLING THY CHARMS, THY COOKING, THY WAYS, DAILY, WEEKLY AND ALL TIMES, TO THY HUSBAND? THOU OFFICE GIRL! KNOWEST NOT THAT THOU ART SELLING THY SERVICES TO THINE EMPLOYER?

Everyone in fact is a salesman, whether he knows it or not. But no matter what you are selling, be it suspension bridges or just your services, put yourself into your work, do it joyfully, love it, live for it.

The first step in salesmanship is to get yourself right. One may, however, start selling at once and study as he goes along, supporting himself by his sales and keeping constantly after his studies. One never graduates from the school of salesmanship.

I am only a student and know nothing as yet. Writing this book is to me only a rehearsal of the little I have learned from many sources. I study from one to two hours every day and am learning new ways of doing the old things.

Some bright minds tell me "I know all that; no one can tell me anything. If business doesn't go, it simply won't go. That's all there is to it."

They have the right to their opinions, but I do not agree with them. I know the successful business man can tell me how he made his success. I believe I can, and am willing to learn. I never expect to know it all. THE SALESMAN WHO WILL NOT STUDY HIS PROFESSION, EVEN IF HE IS ONE OF THE "NATURAL BORN SALESMAN TYPE," cannot keep pace with the one who will take one or two hours' inspiration from the minds of men who are writing of the success methods employed by those who have succeeded. This kind of study not only embraces thoughts on modern merchandising, but the salesman should take a course on reading character. He should know when he sees a

man how to approach him, what to say and how to say it; he should know if the man is in the habit of thinking quickly or slowly, if he is easily persuaded or " rather sot in his ways."

Many salesmen try to close a sale at once with a man who never decides in a hurry, or lose a sale by giving a man time to think it over when he has decided to buy. When the salesman tells him to think it over he naturally does. If this salesman was a student of character, he could close many sales which he would not close otherwise. One hour each day for one year spent in this course is a wonderful investment.

I do not care what you are doing now, how dull you are. If you are a man or woman, and will study, you can be a success at selling. If you want to get in, or are in the business of selling, it is worth your while to try out my suggestions.

THE GOODS FOR SALE

First, whatever you attempt to sell, study the good and bad points; also similar goods of your competitor. How much will your

customer be benefited by buying this particular article. Could he buy a similar article that would give him greater satisfaction? Will you gain a friend and a customer by closing this sale? What has your firm to say about the article you are selling? Read what it has to say. Then build up your selling talk from what you learn.

The salesman must know his goods. He also must be able to show its superiority over competitors' goods, or if there is no difference, he must be able to show why people should buy from him, be it price, terms, quality, prompt shipment, prestige of the firm, or any other reason.

But whatever the reason, the salesman who knows has the advantage. Repeating a selling talk in a parrot-like manner puts the salesman at a disadvantage. When the prospect offers an objection the salesman must be ready to answer it right off the bat with a convincing, sane, acceptable fact.

If the salesman cannot jump around in his selling talk, taking up any point needed, he becomes confused and loses the sale. Study all the firm's selling talks, then re-

build them in sections to suit the occasion, the prospect, the environment, the number of people you are addressing, and different conditions in which you find yourself.

Sometimes you have only a few minutes to talk. Take the strongest points out of your selling arguments and place them in order so your prospect can grasp the idea at once. Have your selling talk so perfect that you can start in the middle or at either end with perfect ease. This can be done by carefully studying your goods. I advise the salesman to carefully go over his selling talk at least twice a week. I made a practice of delivering mine in front of a mirror to myself. Then I found I was in the habit of keeping my hands in my pocket; I did not stand erect. My delivery was improved in this way.

Regardless of how good you think you are, CONSTANTLY TRY TO IMPROVE. Make a practice of noting all objections. See how many different answers you can find for each. Different lines of goods will have varied objections. The objection offered by a prospective piano purchaser hardly would be

used by a prospect for life insurance. Therefore, I cannot give answers to all objections, but will take up a few later in this book.

THE PURCHASER

The busy business man generally has "No" ready for everyone who tries to offer him anything for sale. Expect it. Don't let this discourage you. The "Lady of the House" invariably says, "Not today." These answers are not given because they do not or will not purchase; they just do not wish to be bothered. To illustrate:

THE ADDING MACHINE is an absolute necessity in every bank and financial institution, also in any office where long columns of figures must be added. Still, when this machine was first put on the market the ones who would not be without it today said, "No!" at first. I presume the salesman who first sold adding machines asked if they did not want to buy a machine that was absolutely mistake proof, etc.

But the man who really sold the machine did not mention a word about what he was

selling; he just asked the banker how many clerks he employed; then he asked, " How would you like to employ only half as many, save the difference in salaries and still have more and better work done? "

The banker immediately became interested. The salesman had got over the fence; he was playing in the banker's yard. Had he tried to tell the banker how old his firm was, how reliable, how liberal were the terms, etc., the banker would not have been interested, but he WAS INTERESTED IN THE MATTER OF SAVING HALF OF THE CLERKS' SALARIES. He simply could not say " No "; he asked, " How? "

The salesman had what he claimed he had. The salesman was well posted. He showed the banker what he wanted to know— " How? "

IF YOU WILL SHOW THE BUSY BUSINESS MAN HOW HE CAN SAVE TIME, MONEY, WORRY, OR BETTER HIS CONDITION, HE WILL TALK TO YOU. Ask a man if he wants a good investment, he will answer " No." Ask the same man if he wants to make some money; he will ask " How? " Ask a woman if she

wants to buy an electric washer; she will say " No! " Ask her if she would like to get through her washing in one hour, and she will say " Yes! " and allow you to explain the good points about your electric washer.

THEREFORE: Find out the needs of the people; get something that is genuinely good; then place your prospect and his need in the forepart of the selling talk. They will ask you " How? " and give you the desired opportunity to explain.

If I were selling a book like the one you are reading, I would not ask if YOU WANTED TO BUY A GOOD BOOK. If I did, I should expect you to say " No! I have more books now than I can read." Suppose I should ask if you ever had any trouble in your life and if you would like to get a remedy for every trouble that would ever assail you. I would not say to you I am selling a book that will do the work. You would think, " Oh, he only wants to talk me into buying a book." I would have to interest you in yourself first. Remember that anyone is willing to be benefited. IF YOU CAN CONNECT YOUR PROPOSI-

TION WITH THE WELFARE OF YOUR PROSPECT you have him interested, for everyone is interested in himself.

I can teach anyone to be a "STAR SALESMAN," if he is willing to cultivate a pleasing personality. I have taken a foreigner who was willing to comply with the conditions, and he made six thousand dollars, the first year selling one of the most difficult of commodities—building lots. This man was a freight handler for the Baltimore and Ohio Railroad and had no confidence in his own ability.

THE GENERAL RULES ARE VERY SIMPLE

First crawl out of yourself; discard your grouch; smile and keep smiling. Don't cringe, bow, scrape, or try to be humble. BE A MAN! BE A WOMAN! Stand squarely on your feet; hold up your head; get the curve out of your back; for now you are a king among men, you are a leader, a dictator, one who commands respect. Make up your mind you will not take water or give it.

DON'T BOAST BEFORE YOU START; it is unbecoming. DON'T BOAST AFTER YOU

MAKE GOOD. JUST PRAY THAT YOU DON'T GET LAZY AND LIE DOWN ON THE JOB, for then you become a has-been. Here is where most salesmen fall down, they are their own bosses, but feel the need of someone to spur them on.

LAZINESS THE NATURAL DISEASE.

The scientific name of this cancerous disease which eats the vitality out of most salesmen is called MENTAL INERTIA. EVERY SALESMAN GETS THE DISEASE. If he doesn't I am inclined to believe he is no salesman; just an order taker, working for a salary.

THE ORDER TAKER IS JUST A DIFFERENT SPECIES OF THE ANIMAL

He stands behind the counter, obeying the orders of the customers but not the employer. The employer who is short several hundred dollars on his month's rent will say, "LET'S SEE HOW MUCH WE CAN SELL TODAY." The order taker's first customer wants a collar. Here is the selling talk:

Customer: "Collar, please."

Order Taker: "Size?"

Customer: "Seventeen and one-quarter."

Order Taker: "Style?"

Customer: "Just like this one."

Order Taker wraps up the collar in a piece of paper two sizes too small; his hands are dirty from the dusty collar box and leaves his finger marks on the collar.

Order Taker: "NOTHING ELSE?"

Customer: "No."

TOTAL SALE: 25 cents.

One hour later the irate customer comes back with his soiled collar and open bundle. "THIS COLLAR CAME OPEN; IT WAS SOILED WHEN I GOT IT, AND THE PAPER WAS SO SMALL I COULD NOT WRAP IT UP AGAIN. I WANT ANOTHER ONE IN PLACE OF IT."

The order taker at once TRIES TO SHIFT THE BLAME, IS READY WITH EXCUSES, which only irritate the customer, when a real salesman seeing the situation steps up with the remark: "EXCUSE ME, BUT I SET THAT BOX OF COLLARS ON THE SHELF BY MISTAKE; THEY ARE ALL SOILED. ALL MY FAULT; ONLY TOO GLAD TO GIVE YOU A NEW STOCK COLLAR. JUST CAME IN YESTERDAY; A LITTLE MORE NIFTY TURN TO THIS ONE. IT'S

THE VERY LATEST THING OUT. LOOKS VERY NEAT AND DRESSY. I WEAR THIS STYLE MYSELF. WHY NOT TAKE THE WHOLE BOX? YOU SAVE A QUARTER.

Customer: "All right; wrap them up."

Salesman: "Did you notice the line of imported pure silk novelty four-in-hand ties to the left, in the window? Regular two dollar goods; special on them today, three for five dollars. Great value in those ties. We will have to pay more for our next shipment. Let me show you the beautiful patterns." (Showing several boxes and taking down more, watching effect by the expression on the customer's face.) The last box in his hand he doesn't take down. The sale is made.

"YES, THAT IS A FINE NUMBER." He says it with enthusiasm, as the customer shows he is pleased. "I PICKED THAT ONE AS A WINNER YESTERDAY; VERY NEAT AND RICH LOOKING."

Customer: "Wrap them up."

That evening the same gentleman comes back with his business partner. The salesman is busy and the proprietor starts to

wait on the customer, who says, " I will wait for that young man to show my friend some ties." When the salesman gets through ten minutes later, he sells the other gentleman three ties also an umbrella to each. Total sales eighteen dollars and twenty-five cents. He gives each one his card, saying, " I shall always be glad to see you come in. Next week we will have our light and heavy weight flannel under-wear on sale; it will pay you to look them over."

The order taker says this salesman is lucky, favored by the boss, and offers many other excuses because he does not want to get right down to studying the situation. When business slacks up the order taker goes. THE BOSS DARES NOT DISCHARGE THE SALESMAN BECAUSE HE KNOWS THE SALESMAN WILL CARRY A LOT OF TRADE WITH HIM WHEREVER HE MIGHT GO. THE SALESMAN IS AN ASSET, THE ORDER TAKER AN EXPENSE.

In retail merchandising the salesman should study his stock. In any line he should have something to offer the customer which HE THINKS WOULD BE OF REAL BENEFIT TO THE CUSTOMER. In the sale just illustrated,

the order taker sold a bill of twenty-five cents and then told the customer " NOTHING ELSE? " Of course, the customer said, "No." The suggestion was given when the salesman said " Nothing else? "

But the salesman sold the entire box of collars to the same customer. The salesman wore the same " NIFTY PATTERN "; he himself thought it a nifty number; then the particular tie which he thought was just the grandest value he had ever seen. When the salesman falls in love with his goods, he can offer the customer his helpful suggestions.

If you are a shoe salesman, you can sell several hundred pairs of slippers in a season provided you like slippers and have one in mind for each type of customer. Have a few pairs ready. Say, " Here is a splendid number, REAL COMFORT AFTER A DAY OF SHOPPING, or after a hard day's work." Then talk of the quality. NEVER TALK CHEAP STUFF. Make your customer think he looks like a man who always buys the best; he will try to keep you thinking so. If he wants something cheaper he will ask for it.

If you are selling a knife to a customer, show him a whetstone. You can sell a fifty-cent whetstone with a dollar knife. If a man buys nuts and bolts, show him a set of wrenches. The kind which appeals to you will also appeal to him. If he wants something different he will ask for it. When a man buys a hammer tell him he should have an assortment of different size nails at home; they are handy. Then he will want some screws as well.

Use your initiative. If you say to a customer "NOTHING ELSE," he will say "No"; if you say to a customer, "ANYTHING ELSE," he will say, "I guess not." But if you say to a customer, "Here is something EVERYONE FALLS IN LOVE WITH, IT IS OUR BIG SELLER"—he will look at it. If you cultivate the knack of SHOWING YOUR CUSTOMERS THEY WILL BE ABLE TO TAKE MORE COMFORT OUT OF LIFE, be better satisfied, or that the article you offer will give them a better appearance, or in any way connect the customer's welfare with the article you show him, you will add many dollars to your daily sales.

"NOTHING ELSE?" or "IS THERE ANYTHING ELSE?" doesn't sell goods. Have SOMETHING READY TO DEMONSTRATE TO YOUR CUSTOMER. Use your brains if you want your salary raised. IF YOU CAN INCREASE MY BUSINESS I HAVE A JOB OPEN FOR YOU, AND SO HAS EVERY MAN WHO IS IN BUSINESS.

If you are papering a room, look over the house and say: "MADAM, WHILE I AM UP HERE IT WILL NOT COST VERY MUCH TO HAVE A NEW BORDER PUT ON THIS ROOM," or "WE HAVE A NICE PATTERN FOR A ROOM LIKE THIS, WHILE I HAVE MY TOOLS HERE I CAN SAVE YOU A LITTLE ON THE PRICE."

I KNOW YOU ARE ONLY HIRED TO PAPER THE ROOM, BUT YOUR BOSS NEEDS THE EXTRA BUSINESS, even if you do not get a raise in your salary. Don't expect it, and you will not be disappointed. DO ALL YOU CAN FOR THE BOSS. Your pay comes in the satisfaction of your own development, by knowing that some day you will have a business of your own, and you are now studying how to get new business, more business, better business.

Then when times get slack, your boss will do what you yourself would do. He Keeps His Best Men; the others are looking for jobs. They don't even know Why They Were the Ones Laid Off; they sometimes think it was favoritism, but we all know IT WAS SERVICE.

Some People Always Are Looking for Bigger Wages, Better Jobs, constantly shifting around to better their positions or conditions. They go from Baltimore to Cleveland. Baltimore Is Looking for Good Men. If You Are Good, Baltimore Is the Field for You. If you are no good or just average, Cleveland and Every Other Land Is Overrun with that Particular Number. Your pattern is not nifty; there is nothing that invites the buyer to invest in your services. If he should happen to buy your services he would find he had bought something which does not wear as well as he expected for the price he paid.

Right where you are is the place to make good. Do your level best, and then some. See how much you can sell, and not how

little. Don't let the floorwalker tell you to wait on a customer. Jump for all you can get. The more people you wait on, the greater your sales will be at the end of the week, and you will have made more friends.

If you are not appreciated by your firm you will appreciate yourself, and Have the Satisfaction of Knowing that You Are the Man of the Hour. If You Know You Are All Right—One Hundred Per Cent, others must and will find it out, and if your boss does not show the proper appreciation, do more and compel him to sit up and take notice. If he won't, someone else will.

I went into a wholesale hardware and equipment place lately, and bought an assortment of lock washers and bolts. They had wrenches, vises, electric drills, soldering irons, etc. The salesman could have sold me fifty dollars' worth in place of eight. I had never dealt there before. The things I bought my regular supply house did not have. In a few days I went to the house with which I had always dealt and bought an electric soldering iron and an electric drill, more than forty dollars' worth that the firm

which sold me the nuts and washers might have had, but the salesman sold me only what I asked for.

When that salesman got through he lapsed into a state of conscious coma; he seemed to forget there was a business or a world; he was waiting to be called on by others to GIVE THEM JUST WHAT THEY MIGHT ASK FOR. They might want many other things which this salesman could sell. But, why should he? TIME DRAGS HEAVILY ENOUGH DOING WHAT YOU HAVE TO DO; BESIDES HE WAS NOT GETTING MUCH SALARY. He knew the boss would not raise his pay if he did sell a little more. But this type is the very kind that makes good when he wakes out of his coma, and frequently such men become STARS IN THE PROFESSION.

If I could only get the order takers and trance salesmen to recognize their own ability, their greatness, their proper place in the world among the star salesmen, that just a little more effort, a little more tact would bring them across the line from failure to success; if they would only apply common sense to their profession. OH, FRIEND ORDER TAKER! TRY IT FOR ONE WEEK.

The day will not drag if you try to fill every minute with sixty seconds of useful service—THAT CHEERFUL, WHOLE-HEARTED, LOYAL SERVICE; LOYAL TO THE FIRM, TO THE CUSTOMER AND YOURSELF. Show that you feel in every fibre of your make-up—" GEE! I LOVE THIS BUSINESS! "

HOW I BECAME A LAND SALESMAN

I was in the furniture business in Washington, and was sold out at auction for debt in 1907. I was left penniless and was compelled to take a position at a small salary. Soon afterward I started in business in a small way, buying and selling second hand furniture.

In 1908 I was offered a position selling building lots for the U. S. Realty Co., on Seventh Street and Pennsylvania Avenue. Col. A. E. Randle was president of the company. He said: " There is no reason why you cannot make good." It took me about ten minutes to decide, and calling up an auctioneer I had my stock sold. With the returns my bills were paid, a few necessities were purchased, and I started to work.

On Sunday morning I was on the property at eight A. M. Seeing a gentleman and his wife crossing the field, I asked them to buy some lots. They said, " No! " but having determined they should buy started to tell them the benefits they would derive, and kept on until they paid me a deposit of twenty-five dollars on condition that if they decided by the following Tuesday not to buy, the money would be refunded. But even this encouraged me.

The following Tuesday I called at the couple's home. He was employed in The Government Printing Office and had just reached home. He said, " We have decided not to buy," so according to our agreement, I returned his money and received back the receipt I had given him. Then I said, " My promise to you has been fulfilled, but if you let this be your final answer you are losing a splendid opportunity of making the money you have earned work for you and make a nice additional profit. Let's talk the matter over." We talked until six o'clock, when his wife came in and said; " We have decided not to buy; it's no use, Mr. Sayman;

you will have to excuse us, we are just going to have supper."

My brain worked overtime for the next few seconds. I must make that sale, I must find some excuse to stay; if not, the sale would be lost. Everything depended on my reply to the polite request to leave.

BUT THAT SALE MUST BE MADE, though it seemed impossible. They could not foresee the growth of Washington and the result in real dollars as their share of the profits. To me it was as true as Gospel. These thoughts rapidly shot through my mind and I answered: " Excuse me, but I have not had supper yet. If you don't mind inviting a stranger, it will result in our better acquaintance and mutual benefit."

" What a nerve! " you may say. Possibly it was. I call it INITIATIVE, STICK-TO-IT-IVENESS, that determination born of desperation. The success of my career depended on my not losing out, but the reply was in my favor. " Why, certainly, come in."

I don't remember their names, but when we were seated they requested me to ask a blessing, possibly to see if this was my home

habit. I, however, was at home. The blessing I asked included everything, opening the eyes of these newly found friends to their best interests.

The feeling in my heart was, " You can't make this sale, pass it up to God and let the result take care of itself." That night at nine I left, with the contract signed and fifty dollars in cash, but I have always thought that sale was made by a higher power than mine.

This will illustrate what has been said previously. Have something in which you believe, know it will prove a benefit to the one buying it, and stick to your job. If he cannot see your point of view, it is not his fault. You must explain it so he can see it in your light. Think quickly, have your good points well in mind, do your best and leave the balance to GOD, WHO is our only REFUGE and STRENGTH, an ever present help in trouble. Ps. 46, 1.

I have since made many seemingly impossible sales.

It is sticking to the very hard sales that improves the salesman. The hard cases

bring out and develop our selling ability. Always feel thankful to the one who opposes you. He makes you fit to tackle the still harder propositions. If you give up your hard prospects and look only for the easy sales, you will never set the world on fire.

A HARD SALE AND HOW I MADE IT

I was sent to Havre de Grace, Md., to sell lots as an investment. It was very difficult to get things started. Mr. McCombs, a banker, seemed to be a leader in the place, almost everyone to whom I explained my proposition said if Mr. McCombs bought they would buy. Mr. McCombs was hard to approach; he cut me short every time. I could not even tell him where my lots were.

" No, No, No! " he would say, " I don't want any lots! " Again and again he refused to listen to me. He was about seventy years old; really too old to buy as an investment, inasmuch as he needed no more money, already being very wealthy. My cigars did not interest him, for he did not smoke. He simply would not make my acquaintance.

I was desperate. My reputation had to be built. I could not go back to Washington, face the Colonel, and hear him say, "WELL, YOU FELL DOWN."

I had seen advertised a book called "Ginger Talks," written by Holman, a salesman himself. At the time I did not have the price to remit, but felt the book would help me. I TELEGRAPHED FOR THE BOOK—"SEND AT ONCE C. O. D." In three days the book came. In it I found what I wanted—more pep—more driving power—more enthusiasm—more confidence.

At ten o'clock the next day I went to see Mr. McCombs. He was sitting at his desk ten feet back of a rail about two feet high. The small gate always was kept latched. I did not ask Mr. McCombs to open it. He looked up, but I kept on going, jumped over the rail, drew up a chair beside his desk and said, "I hear you are a self-made man. You came here without a dollar, and now you own half the town. You are a leader. Will you tell me about your early struggles? I am also trying to rise. You may be able to tell me how you did it."

For the next two hours he had the floor. When he finished I said, "Go to Washington with me tomorrow morning and meet my employer, Colonel Randle, ONE OF THE GREATEST MEN THAT EVER LIVED. He will publish the story of your life. You will not be asked to buy any lots. Then you can come home and feel that you have left something that will benefit the world. You have had wonderful experiences. You can also see where my land is located. It will not harm you to tell your friends where and how it is if they ask you, but you will not be asked to buy a lot from the UNITED STATES REALTY CO."

He replied, "ON THAT CONDITION I WILL GO WITH YOU, but remember the moment you ask me to buy, I am going home." He was given the assurance that the pleasure was all mine and that his fare both ways would be paid by me, as well as his expenses in Washington.

Salesmen were furnished mileage books with which to pay the fares of prospective purchasers, but we had strict orders to bring over only one man on each trip, or at

the outside, two. The reason was that if many came at once, there would always be someone in the party who came for the free ride, and who not only would refuse to buy himself, but would prevent the others from buying. It also put the firm to a large and needless expense.

Mr. McCombs had a good following. The next morning there were thirteen at the station with him. My heart sank. I had plenty of mileage tickets, but felt there were some "joy riders," and I knew I was in for a call "on the carpet" for bringing so many. Mr. McCombs, as he got on the train said: "Now remember, I AM NOT TO BE ASKED TO BUY!"

I had "GINGER TALKS" in my pocket, so I got in a seat to myself, and read and thought and planned. Arriving at Washington, we went to the office and filed in. I had telegraphed that I was coming. But, Oh! when the Colonel saw my party and was introduced, he looked at me and said, "SAYMAN, I WANT TO SEE YOU ALONE IN MY OFFICE."

He was mad, yes, BOILING MAD, and said, "Did I not tell you to bring only one or

two people over?" There was no time for explanation, so I just said, "Leave it to me; they can all be sold. Get me four automobiles and some salesmen to help, and we will try." I made up my mind I was going to SELL MR. MCCOMBS first, THEN HAVE HIM HELP ME WITH THE OTHERS.

The Colonel went along, also Mr. Norman, our sales manager, and one other salesman. When we arrived at the development I asked Mr. McCombs to go along with me, and took him to a sub-division half a mile further up the road. I showed him two beautiful lots from which you could see all over the city. The golden dome of the Library, the Capitol and the city lay in a panoramic view before us.

"IS THIS NOT WONDERFUL?" I said with enthusiasm, and explained that the District of Columbia was only eight miles square, and that SOON THERE WOULD BE NO MORE PROPERTY IN THE NATION'S CAPITAL FOR SALE. I told him of the contemplated improvements by the Government, and said, "Mr. McCombs, I like you, you have done wonders. WHAT ARE YOU GOING TO TELL

YOUR FRIENDS?" He answered, "IT IS A GOOD INVESTMENT, ALL RIGHT, but you promised me YOU WOULD NOT ASK ME TO BUY ANY LOTS."

"I AM NOT GOING TO," I replied, "but you have the reputation of being the stingiest man in Havre de Grace. People know that you never pass up a good investment which has money in it. You are old in years of experience, but young in your ambition. I am not going to ask you to BUY any lots, but here are two that belong to me. I will GIVE you these two lots for what they cost me, $375 each." He answered, "I have no money with me." "Oh, that's all right," I said, "Just give me your note." I MADE THE SALE.

When we returned to the other sub-division they were waiting for us. Mr. McCombs said, "I HAVE BOUGHT Two LOTS." I said to the others: "Now, gentlemen, you know Mr. McCombs knows an investment when he sees it; he paid spot cash for his." They scattered over the property and everyone bought. Colonel Randle was so pleased he sent for a photographer and had a picture taken of the party, after which he took us all to the Atlantic Hotel for dinner.

I had a prospect in Washington and could not finish with him before I went to Havre de Grace, therefore, I excused myself from dinner, and closed my sale while they were dining. The Colonel to this day refers to me as the man who would rather sell than eat.

This story is an example of determination. Had I not been in such great need I probably would have given up. Extreme poverty is a man's greatest blessing. It brings out the good that is in him. We sometimes give up too quickly to allow our goodness to come out. No matter in what predicament you find yourself, there is some way out of it if you refuse to give up and say it can be done.

The thing which holds most of us from reaching the higher goal in life is that we do not strive a little harder and refuse to acknowledge defeat—determine to be a success. Determination alone will not do it. One must use his thinking power. We must try and plan the different modes of attack.

If they fail, don't give up but try a new one. I sent for " GINGER TALKS " when I needed a new idea. It helped me. If I had worried over the matter, or given up, I never would have written this book.

There are two reasons why people buy lots. First, for building purposes and second, for investment. Because of the investment feature of undeveloped land, almost any ambitious man who is trying to save or accumulate is a prospective purchaser. The absolute safety of vacant land cannot be disputed; it is always there, and if located on a line of rapid transit, easily accessible to the city, it invites the prospective builder to make improvements which enhance the value of the entire neighborhood. That is why Trust Companies and Guardians select this particular form of investment for their clients and wards.

In looking over the outlying sections of any city in the United States one will find that the farms and vacant fields of ten years ago which lie within easy reach of the city have been improved so extensively that the

land in many instances has increased in value many fold.

To illustrate: " A " is a large manufacturer, " B " is his bookkeeper. A real estate salesman makes an appointment with " B " to show him what he calls a good investment in a vacant lot, the lot in question being in the direction of the natural growth of the city. The terms are within the reach of " B " and the sale consummated.

" A " one day expresses his determination to build a suburban home, and " B " recommends the section where he purchased his lot. " A " finally selects a building site at the corner of the same block where " B " has bought, and builds a ten thousand dollar home. Several of " A's " friends follow his example by buying and building in the vicinity.

Five years pass, there have been more than one hundred houses built in this neighborhood; streets have been improved by the city, sidewalks laid, beautiful lawns and flower beds have taken the place of weeds and brush. " B " still owns his lot, he has done nothing to increase its value. He is a

bookkeeper being paid by " A " for his services.

When he bought his lot," B " paid fifty dollars down and continued to pay small amounts each month. By so doing he had actually enlisted the services of his employer, " A," and all of the others who had built homes in this vicinity, as well as the state and city which made improvements, all resulting in increasing the value of " B's " lot from five hundred dollars to several times this amount.

" B " could not possibly have made any other investment so absolutely safe and with such prospects of substantial increase in value. WHEN A MAN BUYS A LOT IN A SECTION WHERE THE IMPROVEMENTS ARE LIKELY TO BE PUT IN SHORTLY, HE IS EMPLOYING THOSE WHO MAKE THESE IMPROVEMENTS TO WORK FOR HIS BENEFIT WITHOUT COSTING HIM A SINGLE CENT.

VACANT LAND IN THE DIRECTION OF THE CITY'S NATURAL GROWTH MUST BECOME MORE VALUABLE FROM YEAR TO YEAR.

The average salesman does not care if the lots he sells are well located or not, so long

as he can get a substantial drawing account and a large commission.

If the money printed by the Government was not good there would be no counterfeits, and so it is in the land business. There are some counterfeits. Salesmen sell land, not well located, at inflated prices. The prospect buying this kind of land usually determines never to buy any more.

I like to get hold of a man who has been or thinks he has been sold a piece of land which is undesirable, especially when he thinks he has been cheated, or misrepresentations were made to him. After he tells me his hard luck story, and thinks ALL LOTS ARE NO GOOD, I ask him if he ever has taken in any counterfeit money. Usually he has. Then I ask, " Why do you not stop taking money? You once took a counterfeit and found you were swindled." I appeal to his common sense.

" Suppose you bought a lot which was not located in the right direction, or was not worth what you paid for it; that does not condemn real estate as an investment," would be the lure of my talk. " You know

there are enormous increases in all sections of the city; even where you bought your lot, land values are bound to get better. The fact that you consider you paid more for your lot than it was worth should not prevent you from buying in a section of the city where the improvements are making property more valuable from year to year.

"I knew a grocer who bought a certain brand of beans. They would not sell. He sent them to auction, pocketed his loss and bought a brand for which there was a demand. In a short time he made good his loss and added a nice profit. Now, suppose this grocer had said, "I bought beans once and they would not sell; I had to send them to auction and lose money. I will never buy any more beans." He certainly would be turning down a considerable profit every year.

"You can make up your loss by looking over my lots and comparing prices with surrounding property. If mine are cheaper than the other lots in the vicinity, you certainly are taking no chances. At least go out with me in my car and look them over.

It costs you nothing to investigate. You may find some points that will be of great benefit to you in the future."

I have always tried to find different answers for each and every objection. I give you the objection, and the answers to each, which I have found to be the most logical and convincing, as used by myself.

(1) *Objection.* I HAVE NO TIME TO TALK TO YOU.

Answer. Mr. Blank, I am glad to find you are so busy. It means that you have an established business of which you must be justly proud. However, I presume you are not in business for your health but for the money you are making out of it. Now, it seems to me if you could make money with greater ease, it would pay to give me a few moments of your time to explain our proposition.

(2) *Objection.* I HAVE NO TIME TO TALK TO YOU.

Answer. Mr. Blank, the only thing that anyone can do with time is to make money out of it. If you knew the profits Mr. S made out of the lots he bought from me

nine months ago, I think you would concede that I have one of the biggest money-makers you ever heard of that was absolutely one hundred per cent safe. (I here show a letter from one of my clients who made a very satisfactory profit on his lot. There are always a number of lot buyers who sell at a profit within the first year. From these I always get a letter and find it a great help and a very convincing argument.) I have some lots in this same vicinity. I am sure if I had come to you nine months ago and offered you the same lots I sold to Mr. S— you would have said, "I have no time to talk to you." If I thought you were in earnest when you said that, I would not trouble you, but I know you are a human being, just as I am, and have about the same ambition that most men have. You are working for the almighty dollar, and if you will look at the rich men of this city you will find they own the vacant land. Let me explain this to you and tell you why.

(3) *Objection.* I DON'T WANT ANY LOTS.

Answer. Mr. Blank, that is just what brought me here. I know you don't want

any lots. If you wanted them you would have called on me or some other firm and bought them. I have a sick boy at home, and when I wanted to give him his medicine last night he said just what you said, but I knew the medicine would do him good, even though he did not want any. You will grant that the land around the suburbs of this city is worth more today than it was ten years ago. If a salesman had come to you and asked you to buy some lots ten years ago, you probably would have told him that you didn't want any lots. Still, you can see today that IT WOULD HAVE PAID TO WANT SOME.

(4) *Objection.* I DON'T WANT ANY LOTS.

Answer. Mr. Blank, I am willing to concede that you don't want any lots, but if you knew for an absolute fact that these particular lots are being sold at less than their actual value and that the location is unsurpassed, surrounded by beautiful homes, and constantly increasing in value, you probably would not say what you did. However, the point which I cannot make out is that anyone can say—he doesn't want to buy, without looking into the matter to see what could

be made out of it. I am sure you don't want to buy a load of old, wornout shoes, but if I could show you how you could make considerable money out of such old shoes, you would have to consider the profit. We are all trying to get something laid by for our old age or our loved ones.

(5) *Objection.* I HAVE NO TIME TO LOOK AT YOUR LOTS.

Answer. Mr. Blank, time is money. The reason you have no time is because you feel you can make more out of your work here than by riding out with me to see my lots, which you say you don't want. I never argue with my friends; it is bad form. Everyone knows what he wants, but suppose you had been sued and there were twenty-five dollars at stake, you would hardly say "I am willing to lose twenty-five dollars. I am too busy to go." And yet, here is a proposition placed before you where there are several hundreds or even thousands of dollars to be made. You dismiss it without giving the matter a moment's serious thought.

Money is not made by hard work; the hardest worker has the least. Money is

made by investments. There is no safer investment on earth than land; it is always there; it can't blow away; *it is a real security.*

(6) *Objection.* I HAVE NO TIME TO LOOK AT YOUR LOTS.

Answer. Mr. Blank, it is good to be busy. I can readily see you are very busy, but suppose some real good friend or relative came in. You would hardly say, "I HAVE NO TIME TO TALK TO YOU," and if he kept you from your work for an hour or more you would still be able in some way to get along. Now, I know you have not stopped to consider when you could spare the time to look over my lots. I have taken out people who REALLY WERE TOO BUSY to go, by calling for them early in the morning or on Sunday. If it really is a fact that time prevents you going out with me, I can arrange some time to suit your convenience.

(7) *Objection.* I HAD A FRIEND WHO LOST MONEY ON LOTS.

Answer. Yes, that is very probable. I have lost money on lots myself. I bought some ten years ago from which I have never been able to get my money, but I have made

large profits on others. I did not give up. I was something like the fellow at the race track. He lost, but kept at it and won; he felt he could not lose all the time. I know a man who went into business and lost all the money he had, but that does not condemn business; many other people make money out of business.

(8) *Objection.* I HAD A FRIEND WHO LOST MONEY ON LOTS.

Answer. I believe I know him. Was his name John Smith? No! Well, I know a Mr. Smith. He bought some lots that were not located in the direction of growth. There were no improvements going on and he sold at a loss, then put his money into mining stocks and lost the whole business. He told me he was sorry he did not keep his lots, because the man who bought them re-sold them to an Ice Company at a profit of three hundred dollars. He had a good proposition but did not know it. He did not have the patience to hold on; he jumped out of the frying pan into the fire. However, many people lose money on some ventures. That should not keep a man forever out of

everything. The one who never lost a dollar never made many dollars.

(9) *Objection.* IF YOUR LOTS ARE SO GOOD, WHY DON'T YOU KEEP THEM YOURSELF AND MAKE THE PROFITS. YOU WANT MONEY JUST AS BADLY AS I DO.

Answer. Mr. Blank, I am really surprised at a man of your intelligence asking me such a question. I am in the land business. I can buy more when I sell what I have now. You are selling wheat. I presume your wheat is good. Why don't you keep it? You sell your wheat for the same reason that I sell my lots—PROFIT. But suppose I had money enough to buy all the land around the city and kept every foot of it, refusing to sell any. Would it become valuable? You are business man enough to know that the only thing which increases the value of land is improvement. Now suppose I refused to sell and the city could not grow any larger; no one could buy ground to build a factory, a store or a home because I refused to sell. Would not this city stagnate and all property become cheaper? Is it not a fact that when anything ceases to grow it starts to

rot? If a man who is in the land business refuses to sell land because he knows it will be more valuable at some future time, he would be considered a fit subject for a lunatic asylum.

(10) *Objection.* IF YOUR LAND IS SO GOOD, WHY DON'T YOU KEEP IT?

Answer. Whenever anything cannot be bought or sold it is no good. I can prove to you that land is a good investment, even if it is sold. LAND ON A SINGLE CAR FARE IN THIS CITY IS WORTH TWO THOUSAND DOLLARS AN ACRE. A man owning fifty acres would be worth one hundred thousand dollars. You know that the rich have the best there is in everything. That is why they are rich. All the vacant land around this city is owned by rich men. The poor man just buys a house, on the installment plan usually. Still, there is hardly a farm or piece of land that cannot be bought. I would hardly say what you said. Because the rich owner is willing to sell his land does not make it a poor investment.

(11) *Objection.* IF YOUR LAND IS SO GOOD, WHY DON'T YOU GO TO SOME RICH

MAN AND SELL IT TO HIM? WHY COME TO A POOR MAN LIKE ME?

Answer. Mr. Blank, I come to you because I have an absolutely safe investment for a poor man, something he can buy on which he can keep up his payments. If, as you say, the good investments are not sold or offered for sale to the poor man, WHY DID THE GOVERNMENT OFFER ITS GOOD BONDS TO THE POOR PEOPLE IN THIS COUNTRY DURING THE WAR? Don't you know that the rich man has no ready money? He keeps his invested. The Government could not have raised money to carry on the war if it had not been for the poor man buying bonds on the easy payment plan. Why, the Government even sold Saving Stamps at a quarter a throw. Still you would hardly like to say the Government's paper was no good because it was offered to the poor man. I have a poor man's investment. If the poor people would not be so suspicious and would take hold of good investments, they would not remain poor.

(12) *Objection.* IF YOUR LAND IS SO GOOD, WHY COME TO A POOR MAN LIKE

ME? IF YOU COULD SELL IT TO A RICH MAN YOU COULD GET THE CASH.

Answer. Mr. Blank, I am always willing to learn. May I ask you a question? You just said you were poor. Can you tell me why? Is it not a fact that you are fighting every proposition that ever was placed before you? The same shares of stock that the rich and poor made money from, you would not have bought, not because they were no good but because you thought then just as you are thinking now. You seem to have made up your mind that good things never are offered to the poor, and still you know of any number of poor men who became wealthy by investing in many things and in many ways. When I was a boy, millionaires were very scarce; today we have thousands of them. Someone must have sold a good proposition to poor men in those cases.

(13) *Objection.* I CAN'T AFFORD TO BUY.

Answer. I certainly regret to have you tell me that. You seem to be a man of average intelligence. It seems to me you deserve more than a living. Suppose you had one more child than you have. You would support it. If you had a doctor's bill to pay, you would pay it in some way. If you should happen to get sick you would lose your wages and have the usual expenses besides, and still in a year from now you would be just about as well off as you are now. IT IS TIME, MR. BLANK, THAT YOU WERE GIVING THIS MATTER SERIOUS CONSIDERATION. You are not getting any younger. Have you considered old age, when you will not have the strength to draw on for the kind of work you are doing now? I am trying to befriend you, to give you the same advice I took myself. I invested my money in the same way I ask you to. It can be done if you say you will. Ten dollars a month will carry you through. The question you will have to decide is not if you can afford to buy, but CAN YOU AFFORD NOT TO BUY? CAN YOU AFFORD TO LOSE THE PROFITS OTHERS ARE MAKING BY A SMALL OUTLAY MONTHLY?

(14) *Objection.* I CAN'T AFFORD TO BUY.

Answer. Mr. Blank, do you mean to tell me you are working hard and are just making a living. You know you are entitled to more. A HORSE MAKES A LIVING. DON'T

YOU THINK YOU DESERVE MORE THAN A HORSE? Now, Mr. Blank, think a moment, You say you cannot afford to buy. Suppose you had a small pimple appear on your knee and it became so painful you had to go to a doctor and after examination, he pronounced it a cancer. Naturally you would ask, "What can be done, Doctor? I must work; I have a family depending on me." "Well," the doctor says, "I can treat it, but it will take a year, or possibly two years, to get it out of your system." The next question is how much will it cost. Is that not true? Then, Mr. Blank, if you know you cannot afford it, what is the use asking the cost? You know you could afford it. If it cost two dollars a visit, three times a week, or six dollars, you would have to afford it. Why not afford the same amount to make yourself independent for old age?

(15) *Objection.* THE BOTTOM IS DROPPING OUT OF LAND VALUES, IT'S A BAD INVESTMENT.

Answer. I am glad you told me this, Mr. Blank, as I am a pretty heavy owner. If this is really true, I will unload. Would you

mind telling me why you think this is true? "Well, it has gone up so high it can't go any higher." Oh, is this your only reason? Mr. Blank, when I was a boy I used to be a bootblack in New York. I used to go swimming in the Hudson River. Today my old swimming hole is surrounded by large apartment houses and fine homes. I remember hearing the same remark then. But since then houses have been built several miles beyond my old swimming hole. The land values have multiplied a hundred times, and still are going up. The man who predicted that land prices were going to drop never bought; he still has his little shoe shop. I called and asked if the prices really had dropped. "ACH GOTT, No!" he said, "I only wish I had bought some; I would be rich." But, it was too late. He was old. Prices had soared; to buy land at the old price he would have to go miles further from the city. He was wrong. If you think the city is going to grow, then I think the prices of land will go up, because growth increases valuation of land.

(16) *Objection.* THE BOTTOM IS DROPPING OUT OF LAND VALUES; LOTS WILL BE CHEAPER.

Answer. Mr. Blank, are you sure of that? You must have a wonderful mind to be able to foresee how the prices are going to turn. I presume you are very wealthy? No! Well, I think you should be. If I had employed a man who claimed to be an egg candler, who could tell the rotten eggs but could not tell a good egg, I would not place much confidence in his ability to tell the bad eggs. And when I hear a man say this or that is a bad investment I believe that man could tell me what is a good investment. THE MAN WHO CAN PICK ALL THE LOSING HORSES ON A RACE TRACK, ALSO SHOULD BE ABLE TO PICK THE WINNERS. If you can show me a few thousands of dollars made out of investments, it will prove to me that you really can pick a good investment, I might think you are right. But it is my opinion that you offer this excuse because you are afraid to venture. If you want to make money you must venture. Land is safe. The growth of the city will cause the

values to go up here, just as they did in New York.

(17) *Objection.* YOU CHARGE INTEREST ON THE BALANCE DUE, WHICH MAKES THE LOT COST MUCH MORE.

Answer. Mr. Blank, everyone pays interest on every foot of land he owns, whether he is buying it on monthly payments or if he pays cash. Even those who have owned their land for years are paying interest on it. Suppose I had bought lots ten years ago for three hundred dollars each and paid cash for them. If they are worth one thousand dollars today, I am paying interest on one thousand dollars, and not on three hundred dollars, the original price I paid for them. For this reason: if I sold my lots for one thousand dollars I could get the interest on the one thousand dollars at 6 per cent, which is sixty dollars a year. If I refuse to sell am I not paying sixty dollars a year interest? On the same principle, if you have your daughter working for twenty dollars a week and then say you are going to keep her at home to do the housework, are you not paying twenty dollars a week for having

your housework done? You have stopped the earning power of your daughter. You are receiving twenty dollars a week less in your home; you might just as well let her stay and pay twenty dollars a week. If you paid cash for your lots you would not draw the interest on your money, because you would have given it to us. Buying on payments is just the same; you can keep your money working at 6 per cent and the interest your money earns will pay you back the interest you are paying to us.

(18) *Objection.* I DON'T LIKE TO PAY INTEREST.

Answer. Mr. Blank, interest is something no one can get away from. No one can tell who invented interest. The Jews claim credit for the invention. However, it has come to stay. Are you paying any interest at present? No? Then I must take it for granted that you do not even own the shoes you are standing in, or the clothes on your back. Suppose you would sell that diamond pin you have in your tie. I do not know what it is worth, but I will give one hundred dollars for it. One hundred dollars will

earn six dollars a year interest. If you keep the pin you must be paying six dollars every year for the privilege of wearing it, as you have stopped the earning power of this one hundred dollars. Besides, I take it for granted you only want what is right and just. Is that correct? Yes! Well, suppose the city should exempt you from paying taxes and everyone else would have to pay taxes. Would you consider that right? No! Well, if everyone charges interest, and no property is sold without it, if we did not charge interest it would be one of two things —we either would be very foolish, or we would have priced our lots in the start high enough to include the interest as well as the price of the lot.

(19) *Objection.* I CAN BUY LOTS VERY MUCH CHEAPER THAN YOURS.

Answer. YES, THAT IS TRUE. THERE IS HARDLY ANYTHING ON EARTH that cannot be bought cheaper, but you will find that the value is different. I presume when you go to the grocery store you always say, " Give me a pound of the cheapest coffee, say, ten cents a pound "; or when you buy shoes you

go to the cheapest store and ask for the cheapest shoes. If the rule holds good in lots it should hold good in everything. You know, Mr. Blank, there is a difference or we would not ask it. If it was not right we could not get it. A ten-cent coffee cannot be sold for sixty cents and the people who sell it continue in business.

(20) *Objection.* YOUR PRICE IS TOO HIGH.

Answer. Mr. Blank, I find that most people who make this objection give no thought to the correctness of their statement. A man going into a jewelry store, if he is not posted on the value of diamonds, may say the price is too high, and still not know whether this is really a fact; this one karat stone, pure white, may be a real bargain at " steenty " dollars, but the price named may be higher than he thought it should be. The realization as to the real value of diamonds may cause the remark, but does not make a fact.

(21) *Objection.* YOUR PRICE IS TOO HIGH.

Answer. Mr. Blank, I hardly agree with you; while I do not claim to be an expert on values of lots I believe the firm I represent are, and know their business; they know

how, when, and what to buy that will give the greatest satisfaction. You are getting the benefit of their expert judgment; this is not their first piece of land; they have sold hundreds of acres; it is to their advantage to sell as reasonably as they can. Profit on land is not made by getting high prices for each lot, our profit is made by selling out a large tract in a few months and then opening a new subdivision. I know our lots are selling as low, if not lower than others located in this section, and there are many desirable features in this piece of land which I would like to point out to you. We are giving you the benefit of our years of experience.

(22) *Objection.* YOUR PRICE IS TOO HIGH; I CAN BUY LOTS CHEAPER.

Answer. Yes, Mr. Blank, I grant you can buy lots cheaper, but are the cheaper lots as desirably located as ours? If you rent a store on our best business thoroughfare it will cost you several thousand dollars a month. You can rent a store just as large or larger on a side street, possibly in better condition for forty dollars a month. It is

not a question of how cheap or how dear; the questions you want to have answered are which will pay the best, where can I find the most business? Our best stores all would rent for less if one could do the same amount of business in them. You know, Mr. Blank, that the cheaper stores or the cheaper lots are not the best for you or anyone else, if you want the best returns.

(23) *Objection.* My Wife Objects to Me Buying Lots.

Answer. Mr. Blank, when your wife married you she married a man; she married you because you were a man; she looked up to you as her protector, as the one who would provide for her. She is the weaker vessel; she has not the foresight that you have; she would think very little of the man she married if he did not support her properly. Now, Mr. Blank, do you ask her opinion about your goods? You don't ask her if she thinks you should buy a bolt of cloth. It really is not your wife, Mr. Blank; you are not quite sure of yourself. The goods you handle you know all about; you do not ask your wife, because you know.

Now here is a case where neither you nor she knows. If you want to know anything about these lots it seems to me it would be advisable to ask someone who has had experience, one who is posted. When you wanted to learn the tailoring business you hardly asked a blacksmith what he thought of the tailoring business. You knew he didn't know. Therefore, you are doing yourself an injustice, you are doing your wife an injustice, by taking the advice of one who knows nothing about the lot proposition, one wholly inexperienced, and permitting this to be your final answer.

(24) *Objection.* Your Property is too Far Out.

Answer. Mr. Blank, our lots are not any further from the built up section of the city today, than the lots which were sold ten years ago. All vacant land which we can buy by the acre must be some distance out. When the lots we are selling today are built up, we will have to go out still further to buy acreage, then people will say the same, and consider the lots we are now offering as being in the city. You may find a few vacant

lots closer to the city than ours, but you will have to pay several times as much for them. They sold at about the same price we are selling ours for a few years ago and as the city grows the outlying land constantly increases in value.

(25) *Objection.* YOUR PROPERTY IS TOO FAR OUT.

Answer. Mr. Blank, you hesitate buying lots because they are too far out? Surely you realize property within the distance you would like to go, is either built up, or owing to the increased valuation, prohibitively high to get the desired amount of ground. The advantage of buying out as far as we are is that you can have a piece of land large enough to have a beautiful lawn and flower beds, a garden, raise chickens, and feel that your home is indeed a HAVEN OF REST, a change of environment from the densely built up city, giving you that feeling of freedom which is not enjoyed by those who buy so close to the city. The value of their home is depreciated owing to the solid rows of brick houses built up on all sides; ours is a delightful suburban development.

(26) *Objection.* YOUR LOTS ARE CUT UP TOO SMALL.

Answer. Mr. Blank, if we had cut our lots larger it would not be any more satisfactory to you, as the price would be higher. We pay a certain price per acre, we must make a certain percentage of profit. If we cut our acre into twelve lots, we can sell them for five hundred dollars each; if we made them twice as large we would be compelled to ask ten hundred dollars each. It really makes no more difference how we cut up our lots than it does how a restaurant keeper cuts his pie. When the price of pie went up during the war, the pieces were cut smaller. It was the price of the whole pie that governed the size of the slice. In order to get larger lots it would be necessary to go out much farther from the city where the acreage is cheaper. When we get out far enough to buy acres at half the price we paid for this, we can cut our lots twice as large for the same price.

(27) *Objection.* YOUR LOTS ARE CUT UP TOO SMALL.

Answer. Mr. Blank, you will find that it is to the advantage of the purchaser to have the lots cut up small as it gives each an opportunity to buy as much or as little as he needs. Suppose " A " wanted to build a three-story house; he would only require half as much ground as " B " who wanted a Bungalow with the same number of rooms on one floor. " A " could buy one lot and build his house, while if the lots were cut to suit the needs of " B " only, " A " would be compelled to buy more ground than he needed. As it is, " B " can buy two lots, the price being the same for the two, as it is for one twice the size, cut to suit the needs of " B."

(28) *Objection.* IT IS TOO WET AND COLD TO GO OUT. WAIT UNTIL THE WEATHER GETS WARMER.

Answer. Mr. Blank, this is the very best time to look at vacant lots. In the first place, you can see how they look when the water settles on them; you can tell if they are dry lots; you can tell if you could dig a cellar or not, or if your cellar would be full of water. In the summer, when the weather

is fine and the grass is green, all lots look good, but in weather like this, in cold weather, lots do not appeal to you as they would in summer. You will not be tempted to buy unless they are exceptionally well located. I have a limousine and you will not feel at all uncomfortable; you can see my lots out of the car window without stepping on the ground.

(29) *Objection.* THE WEATHER IS TOO COLD AND WET TO GO OUT; WAIT UNTIL IT GETS WARM.

Answer. Mr. Blank, I have a special reason for going out with you today; our spring prices go into effect April 1. The wise buyers, the ones who know how to count dollars and make dollars count, are going out now, you know you can buy a fur overcoat cheaper in August than you can in December, and you can buy a lot cheaper in March than you can later in the spring when everything looks inviting and green. You can use the money you save for Charity if you have no other use for it; you will feel perfectly comfortable in my limousine.

(30) *Objection.* I CAN'T SEE ANY MONEY IN A LAND INVESTMENT.

Answer. Mr. Blank, can you see any money in having a number of people working for you without pay, boarding themselves, and paying their own expenses? That is what I am selling you when I sell you a piece of land around this city. The only thing that increases the value of vacant land is improvements. The one owning a few lots in the outlying section usually does nothing to improve them, but the city constantly is making improvements, which makes this outlying land more desirable and therefore more valuable. The State is improving the roads leading to this section, the people are building homes, laying out beautiful lawns and flower beds; every improvement anyone puts in makes your land more valuable, but he does not charge you a cent for helping you to increase the value of your holdings. THE STATE, THE CITY, AND THE PEOPLE ALL ARE WORKING FOR YOU FOR ABSOLUTELY NOTHING. It is about the only investment of its kind on earth.

To the real estate salesman these answers are offered only as suggestions. Revise them to suit your needs. Improve on them, and try to write two more other answers to each objection. This is wonderful practice work.

When the great world war was on every true American tried to do HIS BIT to make our Country a decent place to live. If you wish to make the existing conditions still better and stabilize our Government, induce more people to OWN THEIR HOMES, thereby making them better citizens, because they will feel they are a part of the City, because they are a part owner.

IN SELLING LAND YOU INCREASE ITS TAXABLE VALUE. Ten acres owned by an individual is not worth as much as the same ground subdivided into building lots and owned by fifty persons. The one who subdivides the land, thereby enabling people to build homes, is a benefactor. But it requires salesmanship to convince the prospect that he becomes a better citizen, is more thought of, and takes a greater interest in municipal affairs, by being a taxpayer.

The main thing in selling anything is to look after the interest of the ones you are doing business with. They themselves do not know what is to their best interest; everyone tries to avoid taking anything that might be a burden, even if it would benefit him. This starts from childhood; the boy does not want to study because he finds it harder than playing; he is not looking out for his own best interest, not because he does not like himself, or because he does not wish to progress, but he just tries to go through life along the lines of the least resistance. It certainly is a good, kind act to warn this boy, to try to get him to better his condition. And the grown up boy, called man, also is going through life along the lines of the least resistance, having nothing but a bare living, saving nothing for old age. Is it not a kind act to sell him a piece of property on the payment plan, and get him to do something for himself and his own best welfare?

You lot salesmen, have you ever thought that if you had not sold that lot to Mr. Smith, he would have spent the money just

the same, and would have nothing to show for it. You have been a benefactor to him, did you know it? Were you thinking about that when you sold him the lot? Probably not. But I consider myself a missionary; my business to me is as sacred as that of a minister. In fact I am a preacher UNORDAINED. I am preaching to you in the pages of this book; I ask you to be men, REAL MEN; MEN WHO DO THINGS, MEN OF AMBITION, MEN OF ACHIEVEMENT.

What have you done to be proud of? Most of us only make a living like a horse. That is not what GOD made all the gold and silver for; it was not made for a few, it was made for all. If you have not got yours, get busy and get it. START TO SELL SOMETHING AND BUY A HOME WITH THE EXTRA MONEY YOU MAKE. Then write me a letter and say, "Thank you, Mr. Sayman; I read your book. I thought it was good, I lived up to the principles you taught, I have ten thousand to show for the investment."

THANKS, MY FRIEND; IF I HAVE HELPED YOU I AM GLAD, BUT THE CREDIT IS ALL

YOURS; you took advantage of your opportunity; others could have done so, but would not. I deserve neither the blame nor the praise. I just keep on preaching the MAJESTY OF THE HUMAN FAMILY. Assert your sovereignty, be a King among men, be a Queen among women; you can if you will. Whatever business you are in, be a minister, put your heart into your work, be honest and take your due but be satisfied with that, and after you get it put it to some good use.

I HAVE GIVEN YOU COURAGE. The one thing you have lacked is courage. I have told you what to do. We have reasoned together. If you agree I am right, TAKE ADVANTAGE OF YOUR OPPORTUNITY.

MAKE YOUR DREAMS COME TRUE

As long as you spend all the money you earn, your desires and your hopes are only pipe dreams; save a regular amount every day or every week. I know saving is slow, but it gives one a start. After you have fifty dollars saved, it can be invested. One may pay this small amount on a good piece

of land, which if properly located and rightly priced, will double itself in value within a short time. Stop a moment and consider what this would have amounted to had you started five years ago. Start today, save at least fifty cents each day and make your Ideals REALITIES.

You will take more pleasure out of life, more pride in yourself, you will feel different, act different and be a recreated being TODAY IS THE DAY, NOW IS THE TIME, ACT ON THE GOOD IMPULSE YOU NOW HAVE. If you cannot save anything from your present income increase your income by selling something. I have explained the science to you; has this book benefited you? It will benefit your friend and neighbor. Just write me a letter, I will tell you how to start, how to go ahead and encourage you to become a greater success.

The Author will answer letters of inquiry from those needing advice. He will mail free of charge his booklets entitled "SERVICE," "MY CHARACTER," and "FAIRIES OF THE MIND," to all parts of the world, postage

free; and in his home town will deliver lectures free for any church, organization or shop; also recommend other books and studies.

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